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International trade PR . . .

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Public Relations Society of America, Inc.

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COVER PHOTO

International House, New Orleans' non-profit organization dedicated to the promotion of world peace, trade and understanding, has inaugurated a Student Visitor Program to explain the importance of the port's facilities to high school students throughout Louisiana. Students and chaperon are shown here in the institution's Thomas F. Cunningham Reference Library. (Story on page 16.)

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NOTED IN BRIEF . . .

• The State of Washington tried modern corporate techniques in making fiscal reports to its citizens. Using a "stockholders" annual report of 96 pages of text and photographs, the state's system of taxes and expenditures graphically shows the "investment," and the services rendered by the state and its institutions are analyzed as dividends to the citizen-shareowners.

• Frequently a special event like a fund-raising effort demonstrates to the sponsors the necessity of maintaining continual communications with the community. In seeking funds for additional hospital facilities, a Bryan, Texas, Nursing Order found it could raise both money and community understanding by putting and keeping its story before the public.

• Westinghouse President Gwilym A. Price was recently invited to address the convention of a CIO union which represented a large number of his company's employees, and he greeted the offer as an opportunity to present management's viewpoint. The results are reported as gratifying all around in developing two-way understanding.

• Allen D. Albert explains some of the thinking and programming behind an industrial employee-community relations situation in a rural atmosphere, describing the methods of approach to Lockheed Aircraft Corporation's problems in Georgia's Cobb County.

• New Orleans' International House has inaugurated a student visitor program to acquaint high school seniors with the importance of the port area's trade promotion facilities to the region. Katherine Martin reports how it's working.

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Thank You, Mr. President

JUST AS WE were about to raise our editorial voice in counsel to the new administration, President Eisenhower, by appointing his Committee on International Information Activities, took the words right out of our typewriter.

The President's move is a wise one. For a long time we've needed an objective review of the Government's varied efforts to carry on what amounts to a world-wide community relations program in behalf of America. Re-examination of our information philosophy, its objectives and methods is certainly in line. And we hope that the Committee will orient these activities to our over-all defense effort and our world relationships.

America's public relations are competitive. The dollars spent in merchandising democracy should be in proportion to the rubles spent by Moscow in its selling effort. And the information program should be related to other defense efforts—without reflecting on the wisdom of our friends the admirals, we think the cost of one super-carrier should be weighed against that of a really effective information program.

Even before the Committee makes its report (the deadline is June 30), its studies should relieve some of the criticism and distrust generated by past government information work. Those of us who have been critical—the uninformed as well as the informed—have a chance to address our proposals or complaints for Committee consideration. Meanwhile, we snipers should take a holiday.

Unions, Rackets And PR

THE AMERICAN FEDERATION OF LABOR recently took sound public relations action by urging its New York longshoremen's union to purge itself of "crime, dishonesty and racketeering."

In addition to affronting shock-hardened New Yorkers, the activities of this union reflected discredit on the labor movement as a whole. No community can tolerate a mob of freebooters who sell their services with a sandbag and settle employee differences at the point of a .45.

Without knowing the internal problems of the Federation, we suspect the call for reform required awareness of public relations and consid-

erable courage. Local unions within the Federation are autonomous to a large degree, and guard their autonomy jealously. Yet, when an individual union adopts jungle tactics, the parent body must act to protect its own public relations and those of law-abiding affiliates as well.

There was, however, one glaring public relations weakness in the Federation's policy, as expressed by its Executive Council. It calls for reform to protect card-bearing members against exploitation. But it expresses no concern for the businesses that have been exploited, or for the general public which indirectly bears the cost of the longshoremen's piracy.

A business parallel would be a corporation which, although protecting stockholders, completely ignores the welfare of employees, customers and the general public. Such a narrow concept is neither sound business nor sound public relations for either corporations or trade unions.

This weakness in the Federation's approach does not, however, lessen our admiration for its forthright action in trying to discipline an unruly offspring. We're satisfied that the Federation is going in the right direction, and hope its interest in public reactions is a continuing one.

Recognition From The Britannica

WE HAVE A NORMAL PULSE. It quickens every time some fellow inhabitant of our little sphere acknowledges our presence here. And it skips a full beat when the nod implies we may be contributing somewhat to the busy affairs of men. We are now in full systolic surge because of the well-rounded treatment of public relations in the 1953 *Encyclopaedia Britannica Book of the Year*. For a fine review article we salute and thank the author, PRSA Member Dale O'Brien of Chicago. The same also to the *Britannica*, plus congratulations for showing, despite its advanced years, such keen interest in current developments.

ARTS AND SCIENCES are not cast in a mould, but are formed and perfected by degrees, by often handling and polishing, as bears leisurely lick their cubs into form.

MICHEL DE MONTAIGNE

Reporting to the taxpayers

How one state government used techniques of modern corporate reporting in telling its story—and what happened as a result

By Roger A. Freeman

Special Assistant to the Governor
State of Washington

AGENCIES OF GOVERNMENT are notoriously public relations inhibited. Conscious of the ever-present suspicion that they may be "spending taxpayers' money for propaganda," they are reluctant to use professional help in the public relations field, though they have long become accustomed to employing consulting firms or hiring professionals in the engineering systems, accounting and personnel fields.

Financial reports turned out by government bodies are dry-as-dust, highly technical books which are little read, even less understood and destined to age undisturbed on library shelves. The cost of government services to the taxpayers is one of our best kept secrets, hidden in bulky volumes which—as far as the layman is concerned—might as well be written in Greek.

The cost of ignorance

The wide gap between the informational needs of the public and the available sources has led to some tragic mistakes when the voters were called upon to render far-reaching decisions.

When Colorado's voters passed an amendment to their state constitution setting aside 85% of the sales tax for old-age assistance, they ruled in effect that public assistance grants should be related not to subsistence needs but to the yield of the tax. Soon Colorado became a pension paradise with annual "jackpot handouts." When Michigan's voters went to the polls in 1946 they adopted a constitutional amendment which diverted on 30 days' notice 77% of the state's major source of revenue to counties, cities and other local bodies. Michigan's general fund is now \$42 million overdrawn. In November 1948 the citizens of the state of Washington ap-

proved a welfare initiative, appealingly labeled a "Citizens Security Act." Two years and \$220 million later they woke up with a deficit of almost \$50 million in their state's general fund.

The examples could be multiplied. They recall James Madison's famous "A popular government without popular information, or the means of acquiring it, is but the prologue to a tragedy." Such ruinous citizen actions can almost always be traced to a want of adequate knowledge, to a lack of available information—to a breakdown in the public relations job of state government.

Now we've got to tell 'em

Washington state's government knew the cause of its predicament. With the public's mind confused over the state's near-bankrupt condition, and a new even more liberal welfare initiative threatening on the 1952 ballot, the state administration recognized that a major job of public information had to be done.

Early in 1952, Governor Langlie ordered that a report be prepared "on the whole taxing and spending program of our state. That report should outline what services the state renders its citi-

zens, how much they cost, and how the money is obtained to pay for them. . . . The report should assist our citizens to judge whether they are getting a fair return on their money; to decide whether they want some services expanded, curtailed or eliminated."

How it was done

With no prior sample of a readable and meaningful governmental fiscal report to go by, we had to plan from scratch; we aimed at a booklet patterned after a stockholders annual report*. The "audience spread" of a governmental report is far larger than that of a corporation report. It's a hard nut to crack to appeal to groups widely different in education, understanding, interests and political philosophy, without being charged with over-simplification by some, with being technical and dull by others. The first thing in such a project is to make up our mind for whom we are writing and to determine at what level we can reach the largest segment of that audience. We must recognize our limitations: we cannot compete in popular entertainment value with a murder mystery nor in detailed information with a six-pound budget book.

We finally wound up with *Your Dollar's Worth of State Government*, a 96-page, 8½x11-inch booklet with many black-and-white and two-tone graphs, photos and sketches. The first 16 pages are the real core of the report. They tell the story of the state's development and finances, show graphically with many historical and inter-state comparisons the state's system of taxes and expenditures; they total up our citizens' investment in their state government. We then described in 64 pages the return or dividends which our citizens

* That aim is "showing" in our report. *Printers' Ink* commented on September 19, 1952, that the booklet "rivals in layout, illustrations and simple, clear content the best corporation report you ever saw."

Roger Freeman has spent most of his business life in the merchandising field. He was buyer and merchandiser for L. Bamberger & Company, Newark, N. J., during the last war, becoming Controller and Assistant to the President of the northwestern subsidiary of the Shoe Corporation of America in Seattle in 1945. During a state financial crisis in 1950, Washington Governor Langlie drafted him as his fiscal adviser. Mr. Freeman reorganized the tax and welfare administration and planned the next state budget, the first balanced budget after 5 years of deficit financing.



receive on their investment in the form of services rendered by the various departments and institutions. We used some graphs and many photos. Activity shots provide more interest than views of buildings.

The copy submitted by the departments of the state government tended to describe what they do and how they do it rather than what services the public gets. Some departmental writers' enthusiasm ran away with them. A complete re-write was almost always necessary. To define, in terms of human values, the meaning and import of a program — be it for handicapped children, industrial safety or correction — calls for imagination and a job of creative writing.

There is no better way to dramatize it and bring it close to the reader than by telling the story of Joe Doakes who went to the hospital or to the rehabilitation center or to the reformatory — if you have the space to do it. We filled the last 16 pages with statistical tables on population, income, taxes, expenditures and operating data on schools, public welfare, highways, etc. There they don't scare off figure-shy readers but serve important reference needs of students of government and civic groups. That chapter raises the level of the book and enhances its value.

We could find no method in past reports which brings the intricate and stubborn subject of state finances within the range of the lay reader's understanding. It was necessary to find ways by which multi-digit figures on taxes and expenditures could be expressed in terms with which the public is accustomed to dealing; in terms which the non-technical man can relate to himself and have a yardstick by which to measure and judge them.

Expenditures reclassified by function

Customarily state expenditures are detailed by funds, organization units and objects of expenditure. We reclassified them by functions, by the services for which government exists, and we expressed them for the purpose of historical and inter-state comparisons in percent of the aggregate income of the residents of the state. We said, for example, that Washington state government spent in 1950 9.00% of the income of its citizens compared with California's 7.23%, that 3.06% went for public welfare, 2.82% for education, etc. That method enables the reader to see how much of his income it takes to support

the various services.*

An official report must obviously be non-partisan. To avoid references that can be interpreted as political is more difficult than people untrained in government work suspect. They easily venture upon controversial grounds which "angels fear to tread." Nothing can more seriously endanger a project of this kind than to incur the wrath of powerful political or interest groups. We were highly gratified when candidates of both political parties used the report as source material in their campaigns and quoted copiously from it.

The message hits home

The state's newspaper organization asked us to release the content of the booklet to its members prior to publication. All daily newspapers in Washington printed the report in installments in more or less condensed form, using the graphic illustrations we supplied them. The Associated Press and the United Press prepared serialized releases. Most radio stations in Washing-

Management is the marshalling of manpower, resources and strategy in getting a job done . . . It is not a matter of pressing a button, pulling a lever, issuing orders, scanning profit and loss statements, promulgating rules and regulation.

M. E. Dimock
The Executive in Action

ton broadcast, as public service features, 15-minute versions prepared by their state association.

When *Your Dollar's Worth of State Government* was first released, a news service predicted that it would be "a best seller in the governmental finance field — something quite unique in the publishing field." The report's enthusiastic reception throughout the state made that prediction come true. Though mailed only upon request, the first printing of 25,000 copies "sold out" within two months. Many civic and trade organizations, service clubs and chambers of commerce distributed the booklet to their local branches or individual members and arranged discussion programs. Washington public schools are using it as text in their social science classes.

* That technique is further discussed in: *Pacific Northwest Industry*, University of Washington, June 1952, and in "What Price State Government?", *National Tax Journal*, March 1953.

The booklet's impact did not stop at the state's boundaries. It was hailed nationally as ushering in a new era of governmental reporting. *Your Dollar's Worth of State Government* was called "a model of citizen education in the form of state reporting" and "the finest and most effective thing of its kind" by the National Municipal League, "the best public report we have seen" by the Municipal Finance Officers Association, "the most effective presentation of state finances we have seen" by the Council of State Governments, "a challenge and inspiration to budget people everywhere" by the U. S. Bureau of the Census.

The National Municipal League requested 1500 copies, because "distribution of the report to key people throughout the country would encourage an appreciation of the importance of responsible state government." The School of Social Sciences and Public Affairs of the American University called it "... by far the best report I have seen in this field regardless of the level of government." A number of universities in various states started using it in classes on government, public finance, accounting and public relations.

Comments from other state officials

The comments from governors and fiscal officials of more than 30 states ranged from "the sort of thing which should be more common in interpreting government and its operations to the people" to "if this type of reporting could be adopted for the country as a whole, it would be of considerable value to all states." Several states indicated that they would attempt a similar project.

The primary aim of the report though was to acquaint Washington citizens with the condition of their state finances. Through the booklet winds like a red thread the history of the damage wrought by the ill-considered approval of a welfare initiative in November 1948 which almost bankrupted the state. The proof of the pudding was to come on November 4, 1952. On that day Washington citizens rejected with a vote of 646,634 votes "against" to 265,193 votes "for" Initiative 184 which proposed to further liberalize public welfare at a cost of \$100 million. How much of that was due to our campaign is impossible to tell. But it seems that \$20,000 of the state's money was well spent if it helped to save \$100 million. • •



"... The people opened their hearts and their pocketbooks to over-subscribe the goal..." The architect's drawing of St. Joseph Hospital's new wing is shown above.

PR helps build a hospital

How a hospital gained community goodwill along with its new wing

By Benjamin C. Bowker

President

Bowker & Company, Inc.

"EVERYBODY SMILES at us now." That statement by the Administrator of St. Joseph Hospital, Bryan, Texas, sums up the results of an unusual public relations campaign, the object of which was to raise by public subscription \$200,000 for an addition to the hospital and, at the same time, to overcome public prejudice. Pure public relations accomplished both objectives.

The fundamental problem was unusually difficult. More than eighteen years ago the Sisters of St. Francis, a Catholic Nursing Order, took over the management of St. Joseph Hospital which had been closed for lack of an administration to run it.

At first, the Sisters were conscious of a feeling of antagonism on the part of the community—directed not toward their nursing and administrative ability, but toward their church.

It was not so much the active hostility of a few individuals, such as the doctor who vowed he would run the Sisters out of town. It was more the passive but widespread coolness of all but a handful of loyal citizens.

The Sisters did everything in their power to make friends with the community. They ran the hospital efficiently, they gave their patients extra care and attention, they did a great deal of charity work. They added new equipment as they could afford it.

Invisible wall

But through the years the changing group of hospital Sisters continued to report that they felt they were strangers in a strange land; that there was an invisible wall between them and the community that no effort on their part

could break down. They were never able to form a hospital auxiliary. Contributions were a rarity. It was so unlike the friendly atmosphere surrounding the other eight hospitals conducted by the Order that the project would have been abandoned had not the community need for a hospital been so great.

During the preceding ten years the population of Bryan had increased substantially with no corresponding increase in hospital facilities. The situation had become so pressing that a volunteer local committee, after a thorough study of conditions, reported that more hospital beds must be provided at the earliest possible moment.

Bryan had one other small hospital, operated by private capital, whose directors decided that they could not, under any conditions, afford to undertake an expansion program. This left it squarely up to St. Joseph Hospital. The Sisters were willing to do everything in their power to help the community but, after counting Hill-Burton aid and all the money they could borrow, there was still \$200,000 required.

Could this amount be raised by public subscription? The attitude of the community toward the Sisters being what it was, it seemed unlikely. Bankers scoffed at any chance of raising the funds locally, pointing to a whole series of failures to raise much smaller sums for various worthy causes. A Texas fund raising counsel considered the assignment impossible.

At this point the problem was put up to Bowker & Company, a Toledo, Ohio, firm of public relations counsel which had staged a successful fund raising campaign for another of the Order's hospitals in Sandusky and had provided sound counsel in other matters.

After a careful survey the company recommended a public campaign for the \$200,000 for two reasons: first, the



Benjamin C. Bowker is President of the four-year-old PR firm of Bowker & Company, Inc., with main offices in Toledo, Ohio. Mr. Bowker's career has included reporting and editing for the *Boston Evening Transcript*; Chief Foreign Correspondent, *New York Post*; General Manager, New York radio station WLIB; Director of PR and Assistant to the President, Willys-Overland Motors, Inc. A graduate of Harvard, PRSA member Bowker was Director of Recruiting Publicity for New England; PR Director for Army Ground Forces; and Chief of Army Orientation during World War II.

prospect of raising the funds was considered good, if properly handled to meet the local situation; second and most important, the campaign would serve as a springboard for the launching of a public relations program which would tell the Sisters' story to the public. They were sure that if the people knew what the Sisters were doing for the community the antagonism of years would melt away.

The campaign was started in June 1951. Representatives of Bowker & Company moved to Bryan where they made their homes and became a part of the community for the duration of the campaign.

Their first task was to meet and make friends with the leaders in every phase of community life; the clergy, the medical profession, newspaper people, merchants, business and professional men, bankers, and cotton plantation owners in the surrounding countryside. These were the men who would be able to contribute most liberally to the fund raising campaign and whose influence could tip the balance of community feeling in favor of the hospital and its new project.

Advisory Council formed

The second step in the program was the formation of a hospital Advisory Council, membership in which was accepted by twelve community leaders including business and professional men, Catholic and Protestant clergymen. They agreed to serve on the Council not so much because of a friendly feeling toward the Sisters, but because of their realization of the acute need for an expanded hospital.

The Council members themselves, with one or two notable exceptions, were not convinced that the fund campaign could succeed, but agreed to do their utmost.

As it became apparent that a campaign for public donations to a hospital building fund was in the making, religious prejudice came out in the open, including violently denunciatory letters to the editor and heated criticism at public meetings and in private conversations.

At this point the third stage of the campaign opened. A rain of information about the hospital began to fall. A survey of the hospital, its personnel and the stewardship of the Sisters over the years brought to light material for a series of newspaper stories, pamphlets, letters, radio programs, speeches and

Liberalism is a force truly of the spirit proceeding from the deep realization that economic freedom cannot be sacrificed if political freedom is to be preserved.

Herbert Hoover

forums in which the services of the Sisters to the community were brought to public notice for the first time.

Interspersed with these stories, and appearing at progressively shorter intervals, was a series of articles in which the need for expanded hospital facilities was stressed and the public subscription campaign outlined.

Sponsoring Committee formed

A Sponsoring Committee was formed, invitations to which were refused by many prominent people, but enough acceptances were received to make a respectable showing.

Dinner meetings were held at which men prominent in the State of Texas told how fortunate the people of Bryan were to have their hospital operated by the Sisters and emphasized the point that everyone should have a part, financial and otherwise, in the building fund campaign.

The key piece of literature was a 16-page brochure that pointed out the desperate need for added hospital facilities, told how the need was to be met and just what the new hospital wing would provide, explained the financial details of the building program, listed those who had loaned their names and influence to the project, retold the story of the Sisters, stressed the responsibility of the individual to have a part in the campaign and pictured the proposed new addition and its floor plans. This brochure was mailed to every family in the hospital service area and was

The significance of Man is that he is that part of the universe that asks the question: what is the significance of Man? He alone can stand apart imaginatively and, regarding himself and the universe in their eternal aspects, pronounce a judgment: the significance of Man is that he is insignificant and is aware of it.

Carl Lotus Becker
Progress and Power (1935)

distributed at all gatherings.

Meetings of service clubs, professional groups, social and fraternal organizations were attended by campaign leaders who again told the story of the Sisters and the campaign for a new hospital addition. Questions and objections were answered calmly and factually. The ground was covered again and again with patient persuasion.

While the Sisters were able to present an outstanding record of devotion and service to the community, and while the need for expanded hospital facilities was real and almost universally recognized, tangible results were sparse for six months. Volunteer campaign workers were almost non-existent. Pledges to the building fund were comparatively few. The only exception was the medical profession, whose members pledged 25% of the goal, after a special program had furnished them all the facts.

The campaign was gaining momentum when the other hospital in Bryan (a private hospital run for profit by a group of doctors) decided to launch a campaign of its own for purposes of expansion. Their plan was to sell stock which could be exchanged for hospital service.

Goal over-subscribed

Despite this added obstacle, the community responded to the St. Joseph appeal. The cumulative effect of all the effort that had gone before—the newspaper stories, the pamphlets, the letters, radio programs, meetings and speeches—all began to show results. A wave of spontaneous community enthusiasm for the campaign brought volunteer pledges pouring into headquarters; men and women came in to ask what they could do to help; many of those who had opposed the project most bitterly gave generously of their time and money. A marathon radio program that concluded the campaign was swamped with offers to donate talent and prizes. The people opened their hearts and their pocketbooks to over-subscribe the goal, once they understood the facts.

More important to the Sisters than the money or the new hospital wing was the lesson they learned about putting and keeping their story before the public. As the St. Joseph Administrator said at the close of the campaign: "It certainly is wonderful. Everybody smiles at us now and you may be sure we smile back." • •

PR and retail merchandizing

*How a Tulsa department store promotes sales along with employee and community goodwill**

By Viola R. Noble

SOMEONE HAS SAID that even those government officials who don't know much else are wise enough to listen at the grass roots now and then. They know how important it is to get away from thinking in terms of billions of dollars and millions of people and to go hang around the county seat on Saturday afternoon and find out what the overalled farmer is talking about, or griping about.

Is retailing today suffering from the curse of bigness? Has the spending of million dollar budgets caused advertising and public relations executives to forget the simple—the human—principles that made their stores prosper in the first place?

Although small in comparison to New York and Chicago and Boston, Tulsa trade area is now a quarter-million—

no longer an Indian village but the oil capital of the world; headquarters for American Airlines; center for a mammoth Douglas plant building jet bombers. But at Clarke's we still promote the "grass roots" way—and it still pays off, right in the cash register.

Four years ago we completed a spacious new boys' floor—the largest in Oklahoma—and we needed traffic on it. Should we run a special section in the newspapers? Or cover the town with a slick paper mailing? We did neither.

At that time Tulsa had an appalling child accident rate—police and school officials were pleading for action of some kind. So, Clarke's set about organizing the Safety Legion Club of Tulsa—free to all youngsters of grade school age. The Safety Legion was to be a club with a magazine, lapel button and membership card "just like Dad's." The password: "Don't Be a Boob—Play Safe." The police department gave enthusiastic cooperation; public schools distributed the applications for membership. A radio station gave half an hour of free time for a Saturday morning show, with Uncle Safety as emcee. A downtown theater provided the meeting place for 500 to 1,000 Safety Legioners.

Sponsored by Jaycees

By this time Safety Legion was too big a thing to be commercialized, so we asked the Junior Chamber of Commerce to act as sponsors—with Clarke's still headquarters and paying for supplies and radio prizes. By enlisting the Jaycees, Safety Legion could be cleared as non-commercial by the musicians union. Every orchestra and musical group in town was eager to play for free on Saturday morning. There was plenty of publicity, too. And within a year, the *Tulsa World* asked to come in as co-sponsor of the project.

With all the organizations and individuals involved you can visualize the results to Clarke's in goodwill and traffic. Besides, we earned the undying loyalty of the Junior Chamber of Commerce, because Safety Legion won for them a State Sentinel Award for an outstanding project. More important, Tulsa's child accident rate was cut in half within a year because if a youngster so much as dared step off the curb against the light or cross in the middle of the block, some other youngster would likely yell "Don't be a Boob!"

Riding clubs in Oklahoma are not as famous as the Kansas City Saddle and Sirloin Club, but every city, village and hamlet has a Round-Up Club which is strictly top drawer society. Members wear fancy, and expensive, Western apparel. Clarke's sell Western clothes. Our problem was how to get the story over to all the smaller towns.

Sponsored a horse race

When the movie "Red River" was released to theaters all over the area, we had a natural. Clarke's sponsored a horse race between presidents of Round-Up Clubs in Southern Oklahoma. The riders started dramatically at dawn from the banks of Red River; it's the boundary between Oklahoma and Texas. It took five days and six horses per rider, from Red River to Tulsa. Both AP and UP carried daily stories on progress of the race. Round-Up Clubs along the route turned on the festivities for the Red River Riders and their retinue, which made front page

Viola R. Noble was Publicity Director for Clarke's in Tulsa, Oklahoma, for 10 years, resigning recently to make her



home in Dallas. She won the Direct Mail Advertising Association's "Best of Industry" award for retail store advertising in 1947, 1949 and 1951 and has also won awards for radio and newspaper advertising. She has been guest lecturer on retail advertising and promotion at Pace College and City College of New York, and is past Board Member and Secretary of the International Council of Industrial Editors.



317 SOUTH MAIN
TULSA, OKLAHOMA
March 6, 1951

Mr. Allen:

So many times the customer
who pays cash is overlooked -
when -

in reality, he's the most
important customer any store
can have.

You made a cash purchase from
us recently - so - from all of
us at Clarke's - I'm saying -

Thanks a Million!

Handwritten signature

news in smaller town papers.

When the Red River Race came to a thundering finish right in front of Clarke's, people literally filled the street. Three radio stations had remote equipment on hand to interview the riders; a popular swing band did its regular broadcast that day from a float in front of our store, with the Red River Riders as guests. The Tulsa Round-Up Club gave a huge barbecue followed by a Red River Dance. All that this publicity cost Clarke's was a huge quantity of work and the \$500 purse. But when it was all over, we knew that people associated Clarke's with horseback riding and Western clothes.

Free square dance lessons

When square dancing became the rage in our area, only adults seemed to know the trick of the do-si-do and grapevine twist. Since we stock square dance clothes, Clarke's decided to "grow itself some customers." We offered free square dance lessons to high school and junior high students and hired one of the most popular callers in town to not only teach the classes but also to sell square dance togs in our store.

When the motion picture "Tulsa" was world premiered—in Tulsa, of course—perhaps the largest crowd of the whole celebration gathered in front of Clarke's to see Susan Hayward and other stars of the film actually participate in the square dance we sponsored.

Sometimes it's only by using the plus of showmanship that one advertiser can stand out noticeably from his competitors. For instance, when Straw Hat Day comes to Tulsa, merchants agree to run opening ads in the same issue of the newspapers. If Clarke's has a page, several other stores also have a page; and with the striking similarity of all men's straw hats, just how is one to make a lasting impression on the five-minute newspaper reader?

We solved that problem one year by arranging with the Air Force to fly a heavy bomber barely over the rooftops of downtown Tulsa at high noon, dropping straw hats from the bomb bay on a finder's-keeper's basis. Police were forced to rope off six blocks on Main Street to hold the curious crowd—and Clarke's did a terrific straw hat business.

Published GI news letter

During World War II we published and mailed a little hometown news-

paper, *Shootin' the Breeze*, to servicemen from our trade territory. We mailed over three-quarters of a million copies in all. Over 20,000 grateful letters poured in from homesick GI's who appreciated the fact that a store sent them a regular newsletter from home. When the Korean situation exploded, we were besieged with requests to start the *Breeze* again—and we did.

This gave us an original idea for a television show: "Shootin' the Breeze with the 45th." The famous Thunderbird or 45th is largely an Oklahoma Division and, when they were called back into service two years ago, thousands of Tulsa area men were included.

It occurred to us that a film of the day-by-day activities of an army division as they live and train for war should make a TV Show of terrific interest to relatives and friends back home. We made all the arrangements with the Army and, although such a thing had never been done, officials finally agreed. We furnished camera and film. Army personnel did the shooting and wrote the script. From Camp Polk, Louisiana, to Hokkaido, Japan, and until they went into actual combat in Korea, Clarke's brought the 45th back home to Tulsa on TV. Naturally it was a terrific goodwill builder for us, and the Army came to consider the show a morale builder for the men.

Used no commercial

We never used a commercial on "Shootin' the Breeze with the 45th."

Each Friday night Mr. Clarke introduced two people from the store, who naturally got quite a thrill from "being on TV"—and from having their friends and customers mention it.

A weekly television show with no direct selling is quite expensive. But the Thunderbirds are coming home now. They need clothes. And we think they'll remember who put them on television for the folks while they were gone.

The list of births in each day's papers is not cold statistics to us—it's one of the most thrilling events in a couple's life. To new boys we send a pair of little pants—along with a letter. The proud parents show the pants all over the neighborhood. About two weeks later, a saleslady from the women's floor telephones the new mother to inquire about Junior, and to mention—just mention—all the lovely new clothes. This to a woman who's been wearing maternity clothes for so long she wants everything new!

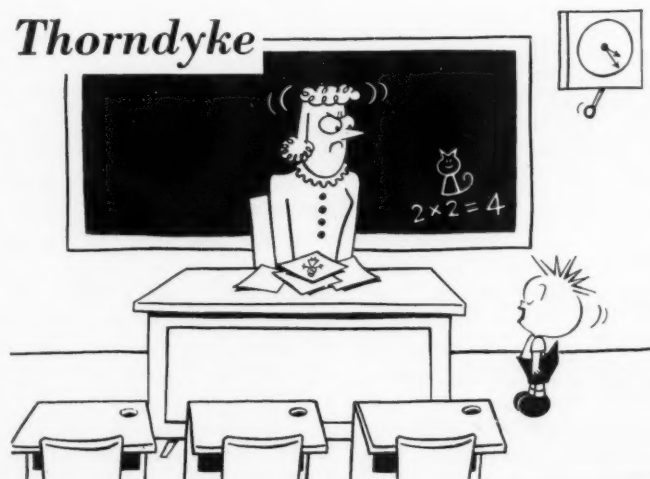
Cash Customers

The customer who pays cash gets little attention in most stores; seldom knows in advance about sales and special events; and seldom receives even a Christmas greeting. To them Clarke's mail "thank-you" letters at regular intervals.

Over a thousand new families moved to Tulsa during the last three months—a real gold mine! At Clarke's we feel

(Continued on page 13)

Thorndyke



"Miss Foster, have you considered having yourself psychologically screened to determine whether teaching 4B is just too much for you?"

Management speaks . . .

A business leader makes valuable use of opportunity given him by CIO group

By Gwilym A. Price

President

Westinghouse Electric Corporation

Recently, the International Union of Electrical, Radio and Machine Workers (CIO), the union representing a large number of his company's employees, unexpectedly asked Gwilym A. Price, President of Westinghouse Electric Corporation, to address its national convention.

Other company presidents have been offered a similar opportunity to address major union memberships. Some, suspecting a possible trap or fearing heckling, have turned it down. Mr. Price decided to take up the offer and boldly present management's viewpoint to the union membership, however unpopular it might be with that particular audience.

The results were gratifying all around. Mr. Price recently reported that he is glad he accepted the opportunity. The convention received him warmly, and applauded his remarks with evident appreciation. Here are some salient parts of what he said.

I WOULD LIKE to turn back to a letter written to our employees on June 28, 1950, about two months after the IUE first became an official representative of Westinghouse employees. In that letter I outlined the basic Westinghouse policy regarding unions, and I would like to repeat a portion of it here:

"Westinghouse has cooperated and will continue to cooperate with responsible unions in their desire to improve constructively and soundly the working conditions and welfare of the employees they represent.

"It is natural that management and unions at times will disagree with each other. This is simply democracy at work. However, management believes that no differences need be so great that they cannot be settled peacefully over the bargaining table. In considering any union requests, particularly of an economic nature, management must always consider the problem from the standpoint of the future well being of the company and its employees. It is not what conditions will warrant today, but the company's ability to carry increased costs in the face of continually changing

conditions, that must be kept in mind by management. Only by such a policy can management provide jobs in the future as well as today, and bring the greatest possible permanence to all benefits. I believe this is a policy to which employees as well as management can sincerely subscribe.

"By announcing and adhering to this policy, Westinghouse management hopes to provide the basis for wholesome, constructive union relations that will benefit unions, employees, owners, customers and the community at large."

As clearly as I can state it, that is our policy on unions. I think it shows an understanding of the problems and aims of our employees and the unions that represent them. But, important as such understanding is, that's only one part of the story.

Let me explain some other parts from management's viewpoint.

Basic responsibility of management

The basic responsibility of management is to manage its business successfully. An absolute necessity in successful operation is profitable operation.

But in achieving this goal, it is the

responsibility of management to maintain a fair balance between employees, stockholders and customers. Now I think this point is reasonably clear, but, because it is so very important, I want to cite a few examples just to make sure there is no misunderstanding.

Let's take the customer first. Suppose management skyrockets wages for its employees or dividends for the stockholder. What happens? The price of the product increases and the customer decides it is not a fair value, and he tells us so by not buying. Result: — the company is forced to cut wages, or dividends, or both, or go out of business.

That's the simplest example. Now take the case of the stockholder. He provides the company with money called "risk capital." The risk comes in because our country operates on a profit or loss system. Very simply, the stockholder is betting that management will use his money wisely, and that all employees will do their work well and a profit will be realized. And he rightly expects a share of that profit.

Now I want to expand on this point just a bit, because right at this time this matter of risk capital is more important than it ever was before. This money is used to put the company in business, to keep it in business, and to make it grow. It provides the plant and tools every company needs. At Westinghouse, this cost is \$8,943 per employee. If the company doesn't succeed and grow, it first stagnates, then dies a slow death, or gets new management that will make it succeed and grow. So there is constant need for risk capital.

But there is less reason for a man to risk his money today than ever before in our history. This is true because the government first taxes the profits a company makes, thus taking from the investor a considerable part of the profit he is entitled to. But to make matters worse, the investor then has to pay a heavy tax on the dividends which are paid to him for taking the risk in the first place. As a result, when the investor is faced with risk and little reward, it isn't easy to convince him that he should provide the money we need.

Under these circumstances, you can readily see if we give the shareholders or owners of our business less than a reasonable return on their money, while unreasonably raising wages or cutting prices, it isn't long before the risk money dries up. So once again the company faces failure.

(Continued on page 13)

Sky for sale

How Boston's Museum of Science sold the sky and everything in it to raise funds to complete its planetarium

By Caroline Harrison

Director of Public Relations
Museum of Science

WHAT ONE NEWSPAPER COLUMNIST dubbed "one of the pleasantest swindles since the first villain sold the Brooklyn Bridge to an ambitious immigrant" was pulled off in Boston last spring to net the Museum of Science \$165,000, the final funds needed to complete its large planetarium.

The sky, and everything in it, was disposed of by the Museum in a three-month bargain sale on celestial items from the Sun at \$10,000 to 100,000

stars at \$1.00 each. The sale of astronomical real estate proved such a lively fund-raising device that it netted national attention as well as winding up the planetarium fund. And the campaign expense was only 4.3% of the sum raised.

The total cost of the Boston planetarium is \$900,000, including a revolutionary American-made projector, now being built in Springfield, Massachusetts. Previous to the sky sale, the

Charles Hayden Foundation had contributed \$300,000 toward the planetarium, which had been matched in August 1951 by fund-raising efforts of the Museum. When rising costs required another \$300,000, the Hayden Foundation again offered half the amount if the Museum raised the other half.

At the time this offer was made, the Museum was without professional fund-raising personnel. There were just three months left of the fund-raising season, usually quiescent during the summer months. The Museum had never had any kind of public campaign and had no organized corps of volunteers, nor the time to form one. After all, it had been in operation at Science Park barely a year, so that it was known by personal acquaintance to just over 200,000 visitors. It had been constantly seeking special gifts over a two-year period, and in the new effort, would have to go back to its 710 former contributors as well as seek new ones.

Under these circumstances, \$150,000 seemed like a big chunk to raise in three months. Volunteer and Museum staff was limited. The inexorable approach of summer set a strict deadline. The circle of friends was small. Only a fresh approach capable of promotion with minimum effort could do the job.

Sky-sale gimmick

This approach the Museum had in the sky-sale gimmick which had been kicked around previously. It had not been activated during the previous \$300,000 planetarium drive but held for the "scoring punch." Almost overnight, it was pulled out of the file and put to work. Its success is a case history in the pulling power of imagination, whimsey and humor.

Within a week after the Museum's decision to sell the sky, the printer delivered the basic campaign materials which were dreamed up on the double quick. These included a price list for stars and constellations; a general information sheet on the project; two order blanks; and an Astronomical Quitclaim Deed to be given purchasers together with a star button.

The price list offered "the sky at half-price" (\$150,000), with the Hayden Foundation matching purchases star for star and dollar for dollar—every dollar buying two dollars worth of sky. "Bits of heaven" on sale included the solar system (\$500 for Pluto—\$10,000 for the Sun); special effects (\$100 for the



Archbishop Richard J. Cushing puts the first star in the campaign sky.

next bright comet to be discovered—\$1,000 for the Sunset); constellations (\$25-\$2,500); well-known named stars (\$50-\$1,000); and 100,000 stars at \$1.00 each.

Items described briefly

The list was a quick astronomy lesson in itself with items described briefly thus: "Rigel (Orion): a white star speeding away from us at the rate of fifteen miles a second. An auto would have to travel at a speed of 54,000 miles an hour to keep up with Rigel."

Fortunately, at least the chore of briefing these astronomical descriptions was behind us and already in the files, as was the design for a button with the Big Dipper outlined in white stars on a blue background. With the addition of lettering, this button was ready for manufacture and was rushed through in a couple of weeks.

A Boston attorney helped with the wording of the Quitclaim Deed, one of the campaign's best sales pieces. It began: "Know all earthly and unearthly denizens by these presents that the Boston Museum of Science, having its principal place of business in the Hub of the Universe on Planet Earth, for consideration paid, grants, with quitclaim covenants, to . . . a certain parcel of the Universe described as follows. . . ."

Provisions of the legal-looking document outlined restrictions in effect in space, rights of way over certain portions of the Milky Way, and permits required by the Interplanetary Commerce Commission. A Universal Seal, designed by Museum staff, sported a rather rakish Hub circling a star.

As soon as materials were ready, the sky-sale campaign began rolling. It had to depend on special gifts solicitation by a small corps of staff, trustees and volunteers, a membership campaign tied in with the sky-sale, and general promotion. In fact, both the special gifts and membership solicitation were largely carried on by mail. That this was successful is testimony to the vitality of the sky-sale notion and the general promotion which advertised it.

The mail solicitation was simple, involving three steps. A price list and order blank were enclosed with the first letter. A personal note from the solicitor accompanied a bulletin report that the sky was two-thirds sold. A final note urged help in raising the last \$9,000 before June 21. The membership campaign was geared to receiving member-

KNOW ALL EARTHLY AND UNEARTHLY DENIZENS BY THESE PRESENTS

that the Boston Museum of Science, having its principal place of business in the Hub of the Universe on Planet Earth, for consideration paid, grants, with quitclaim covenants, to

JOHN D.O.E.

a certain parcel of the Universe described as follows:

One star in the constellation, Orion

This property is subject to any and all restrictions which are now or may be in effect in Space, and also subject to rights of way over that portion of the Milky Way which has been set aside for all purposes for which ways are commonly used in space.

The grantee shall apply to the Interplanetary Commerce Commission for a permit before commencing any construction in or operation through any part of the Sky.

Should the grantee occupy the above-granted premises within one hundred years from the date of this deed, the grantor reserves the right to receive from the grantee a complete written report covering methods of transportation, exploration, and discoveries made by said grantee.

The grantor covenants that these premises shall remain tax-free until such time as there is habitation of Space beyond the Planet Earth by earthly beings.

IN WITNESS WHEREOF the Boston Museum of Science has caused its Universal Seal to be hereto affixed and these presents to be signed in its name and behalf by Bradford Washburn, its Director, this 11th day of December 1952.



BOSTON MUSEUM OF SCIENCE

By

Bradford Washburn
Director

The Quitclaim Deed—one of the campaign's best sales pieces.

ship privileges and helping build the planetarium.

Since organization of the sky-sale had to be put together as quickly as the materials, its promotion was a matter of speedy implementation of the most workable and practical ideas tossed into the pot. Ideas were legion, but notions which would have required any long-term development necessarily fell by the wayside. As a matter of fact, the very originality and appeal of the sky-sale, as in the case of the mail solicitation, virtually insured the success of its promotion and easily won publicity and support.

A huge "campaign sky" was erected in the Museum lobby. The names of all star donors were pasted in the sky with a star. Dennison's Manufacturing Company furnished 100,000 stars in varying sizes, and rainbows, complete with pot of gold. Comets were fashioned to order by Museum staff. Museum visitors buying their stars directly at the star desk, put their own star in the sky. News pictures and stories automatically resulted as Archbishop Richard J. Cushing put the first star in the sky (bought for 200 orphans); as the planetarium construction crew bought Aquila, the Eagle; or as the pooled coins of

Camp Fire Girls purchased Aquarius, the Water Carrier.

News columnists had a field day with the bargain sale idea. Newspapers liberally used editorials, and the suburban press peppered their columns with astronomical line fillers. Local radio cooperated magnificently. Lively spots were written around the price list information for both radio and TV, and talent shows plugged the sky-sale. Dick Tucker, emcee of an afternoon TV show on WBZ-TV, became a "space" salesman and conducted a contest to name the Three Kids in the constellation of Auriga. A star was the entry fee, and the station contributed a TV set as the prize. "Living Wonders", the TV show conducted by the Museum's Director of Education, sold \$1,700 worth of sky.

Tom Corbett, Space Cadet, also became a star salesman when he was in town for a Filene's promotion. He spent a Saturday afternoon in the Museum's Little Planetarium autographing star deeds for youngsters. The investment firm of Paine, Webber, Jackson & Curtis ran a newspaper ad in behalf of the sale, heading it "Believe it or not—we're selling the moon at half price" and ending with an italic line: "This issue has not been blue-skyed, but we stand firmly behind it."

Grocery ads

Sunday newspaper ads contributed by the Star Market Company, a grocery chain, proved especially effective. The first ad led off with: "We went on a shopping trip up in the sky and bought five hundred stars" and continued to describe the "most sensational 'star' value of all—stars in the sky of the Hayden Planetarium." The second ad, headed "Daddy, please Daddy . . . buy me a star" was geared to buying a star for a child.

But the most impressive evidence of the impact of the star-sale was registered following a brief note on the campaign in *Life Magazine's* "Newsfronts of the World" on May 26. Star orders poured in from 46 states, Alaska and Greenland with checks, many for far more than a dollar, happily forwarded for a strictly local project.

Before the *Life* mail, the Museum was aware that the sky-sale had unusual appeal to fancy, humor and personal association. Named astronomical objects were frequently purchased to match the name of a yacht, family pet, or remembered event like Halley's

Comet. Indeed, the latter proved so popular that it was sold on other appearances than its last, specified in the price list, and bought in honor of the Harvard class of 1910. The rainbow was resold after a sky-shopper indignantly pointed out that there are any number of rainbows.

Stars were bought for children; grandchildren; as wedding, birthday, graduation and Fathers and Mothers Day gifts. Indeed, five months after the campaign was over, stars were requested for Christmas presents. Among many in memoriam purchases was Canis Minor to honor a recently deceased Cairn Terrier. Childish scrawls ordered stars with hoarded allowances or quarters which replaced a tooth or two trustily placed under a pillow.

But the mail from the local area, all addressed to "The Sky, Science Park, Boston, was prompted by more than personal whim. It regularly commented: "It will be wonderful to have a planetarium." The hundreds of contributors outside New England, however, had no such prospect of enjoying the project to which they gave. However, the "worthy cause" made star buying legitimate. Every letter wished success to the Boston project, and since the *Life* squib had indicated a June 1 deadline for the campaign, repeatedly the Museum was advised to "keep the check,

anyway" if it was fresh out of stars.

Why was the sky-sale so intriguing? Apparently because the sky itself intrigues man more than any of his surroundings. It represents inspiration and aspiration. Contributions were made as "a wish on a star" and for stars of "the best hitch-your-wagon variety." For a graduation present "a guiding and inspirational star" was requested.

Represent security

Stars seemed to represent security, "a place to go when this old world gets too much for us." A Wac officer, buying a star for her soldier-fiancé, wrote: "this is an important transaction to me, being as it's something we will have the rest of our lives," and added, "it will mean a lot to him to be able to regard his own star once he is up in Alaska."

The star-sale inspired a song and a poem. The latter expressed delight in being able to fulfill a childhood wish to own a star, and children's response to the sale indicates that this is a common early impulse. Wrote a father: "Not more than three weeks ago, our three-year-old wanted to know why she couldn't have one." Many youngsters, far from New England, invested their allowances. A class in a Bronx school bought stars in the Boston planetarium.

Thus stars seem to be something like Santa Claus, wrapped round with a variety of personal connotations and associations, while selling the sky was a bit of whimsy which allowed endless play to people's fancy. They had a fine time making up formal purchase orders and ringing an amazing number of changes on the sky-sale theme. This "bright way of raising money" won high praise as a "refreshing", "enchanting" idea, "cleverest in a long, long time."

The star-sale was for many a bright interlude—a beguiling mixture of fancy and fun and serious purpose. Wrote a Canadian mother ordering a star for her hospitalized son: "In a general mood of darkening skies, with whispers of possible war to come and the weary treadmill of cost-of-living, taxes, worry and where-are-we-going mode of present-day life, this idea comes as a bright sparkling gleam of pure sunlight. Thank you again."

And so the "unexpected, pleasant opportunity" of buying a "bit of heaven" put fund raisers in the unusual position of being thanked for soliciting a gift.



CAROLINE HARRISON is Public Relations Director of the Museum of Science, Boston, and is Secretary of the New England Chapter, PRSA. A graduate of Mount Holyoke College, she edited a weekly newspaper for six years and spent three years in the radio field. She has been associated with the Museum during the planning of its new home on Boston's Esplanade and during the building and opening of its first units. The Museum is the first to combine a Planetarium, Natural History, Man and Public Health, Science and Industry exhibits. In the above photograph Miss Harrison is shown looking over a General Electric Turbo-jet Aircraft Engine, a cutaway model to show operation, which is part of the Museum's aviation exhibit.

Management speaks . . .

(Continued from page 9)

As you and I both know, there is a small minority in this country which favors another way of providing capital for business ventures. They want capital provided by the state, or, in other words, government ownership. We do not have the time for lengthy discussion of this subject, but I do want to call your attention to two points. First, this American profit or loss system has provided better living for more people than any other system in history. Second, the nationalization of business and industry has failed wherever it has been tried.

In the third example, if we should unreasonably increase the stockholders' dividends or cut the price of the product for the customer at the expense of the employee, we all know what would happen. Our employees would either go to work for someone else, or there would be a strike. One way or another, the company would soon be without employees. Once again it would face failure.

What does management do under these circumstances, where three separate groups are naturally pulling for their own advantage? It sets up what it believes to be a fair policy for each one, and enforces it firmly.

Westinghouse policy

I imagine that you will be most interested in Westinghouse policy for the employees, the group you represent.

Very briefly, this policy breaks down into two parts: what we should do for our employees, and what we think our employees and their representatives should do for us.

We feel that our obligations include:

First, respect for the rights and dignity of every employee as an individual.

Second, strict fulfillment of the contracts we make with your union as a representative of our employees.

Third, we want Westinghouse to be a good place to work. By that I mean we want our employees to enjoy good working conditions, and we want to constantly improve their welfare, within the limits of reasonableness and our economic ability. Actually, our success in realizing this third point is to a large extent in the hands of employees themselves. For example, your union has called to the attention of the public that Westinghouse pays top wages. We

can only continue this course if we get full value for the wage dollar.

So much for our obligations. Now what do we expect our employees and the unions to contribute? What are their obligations?

Union obligations

First, we expect the unions to live up to their contracts. The most important obligation the union assumes in any contract is its agreement not to interfere with production during the life of that contract. Only if that commitment is honored by the union can management schedule production and satisfy the customer who must be able to count on Westinghouse if all of us — management, employees, and stockholders — are to succeed.

Second, we expect the unions to use every amicable means of settling honest differences at the bargaining table before resorting to a strike. I don't have to tell you about the hardships everyone suffers during a strike. But piled on top of these hardships are equally serious future losses shared by the company and the employee. For the company, these future losses mean business and market position lost to competitors. This inevitably means lost opportunities for better jobs and better wages.

And, finally, we respect union leaders and we think the union should respect management. Irresponsible name calling and tactics designed to influence the employee to hate the company can only make this job of getting along more difficult.

Offer of cooperation

You have heard our policy, what we expect to do, what we think the union should do. We think that our program is fair, and we plan to follow it firmly and reasonably. I can assure you that this is neither a "get tough" policy nor is it a "pushover" policy. It is primarily an offer of cooperation which I hope your union will continue to respond to.

Business management has no greater task today than to make clear these facts of interdependence. Understanding and unity, like charity, begin at home. We cannot have national unity without unity on a local level. And the place to begin to achieve that unity is in the individual business, in the development of confidence and trust and teamwork between manager and employee. That's what we've been trying to do today. I hope that we have made some progress. • •

PR and retail merchandising

(Continued from page 8)

that the usual call of a store hostess bearing gifts, plus a courtesy credit card, isn't thorough enough. A personalized letter is mailed to the man. A saleswoman telephones the wife. Suppose there are two boys — and we require our hostess to provide names and ages. This information is given to the boys floor and, when a salesperson calls the mother, she can talk about Ronnie who is nine and Jimmy who is old enough for Boy Scouts; this instead of vague references to "your children." Incidentally, only if you've been a total stranger in a city and your phone never rang can you fully appreciate what even calls from a store can mean.

Daily sales meeting

We're still so close to old-time retailing at Clarke's that we have sales meetings in every department — every morning — thirty minutes before opening. Buyers present new merchandise with what's fondly hoped are the strong selling points. The day's newspaper ads and radio commercials are read. To vary such monotony a maid serves coffee, sometime rolls. Once a week there's bingo — with the store paying cash for each game.

We try to project the personality of the sales force into any and all promotions if possible.

At Clarke's salespeople are trained to avoid that trite, negative, irritating: "can I help you?", "have you been waited on?", or "did you want something?" Clarke's is a positive approach: "good morning, I'd like to wait on you." Besides being positive, there's subtle flattery that the customer is somebody special.

Perhaps some of the things we do at Clarke's sound like "tall corn" to you. But, since people are people, whether it's in Tulsa, Oklahoma, New York or Pittsburgh — we believe retailing in general could well afford to take a long look at the fundamentals by which successful stores "got that way:" showmanship; consideration of the customer as a living, breathing human, not a number on an interview chart; respect for the importance of the salesperson. A little less concentration on beating last year's figures and a little more thought on beating last year's reputation for being the best darn store in town in which to shop. • •

Rural PR

How the Lockheed Aircraft Corporation solved some of its employe-community problems in Cobb County, Georgia

By Allen D. Albert, Jr.*

Executive Director
Development Program
Emory University

THE STORY of public relations at Lockheed Aircraft Corporation, Marietta, Georgia, is of the measures being taken to:

1. Prevent the disorganization of the area.
2. Interpret industrial policies to a community predominantly agricultural.
3. Provide for a satisfactory integration of employe and community.

Briefly, the background of the problem is as follows: Prior to 1943 Cobb County, a county lying adjacent to Fulton County which includes Atlanta, was almost wholly rural. Marietta, its only town of any size, had a population of 7,000, while the county contained approximately 30,000. The building of Government Aircraft Plant No. 6, which was operated until 1945 by the Bell Aircraft Corporation, was responsible for an increase in population of the town from 7,000 to more than 25,000 and the county from 30,000 to 60,000.

Housing kept pace with the growth, but at the end of the Bell operation this was absorbed by population from Atlanta.

The county's water supply was derived from wells—thirty-eight in Marietta—and was sufficient for the smaller population. Fortunately, they did not peter out until the end of the Bell operation, when the large twenty-inch main from Atlanta, built for the aircraft plant, became available.

Highway construction was extensive and sufficed for the new population.

There was a fine planning (really zoning) board, sufficient for the expanded municipalities and the county.

Schools were badly overcrowded, with the bonding power of the county exhausted. In late 1950 an allotment of approximately a million dollars was granted by the Federal Government, since the situation was obviously due to the defense effort.

Then—January, 1951, the plant was reopened by Lockheed to build B-47 bombers for the Air Force. Immediately all facilities were either inadequate or would obviously be so very promptly.

To Lockheed the situation was critical for two reasons:

- a. It would be necessary to import a great number of skilled workers who would have to be housed. Unless housing and facilities were adequate a costly labor turnover and critical recruiting problem seemed inevitable.
- b. Community relationships would be greatly strained if living conditions were to be made difficult by competition with use by the many new employes.

Immediately, therefore, Lockheed undertook a program designed to aid the county and municipalities to solve their difficulties:

1. Through use of its facilities for planning and by placing all of its influence behind their efforts.
2. By making substantial corporate gifts to agencies overtaxed by the company's employes, such as the hospital. All possible human resources available among Lockheed's top personnel were encouraged to participate in civic causes.

Beyond corporate gifts, Lockheed's Buck-of-the-Month Club, a payroll deduction welfare plan, made extensive

gifts to all social agencies and welfare drives.

A move to secure a comprehensive, county-wide plan, vitally necessary for the orderly use of the Air Field, and of value to the development of a stable, livable community, was backed to the limit by the company. This included a gift of the full cost of a city planning consulting firm for two years.

The aircraft industry is keyed to a schedule; it was only natural, therefore, that the Public Relations Department should keep up with its plans by the same means. The first step was to plot the curve of anticipated employment. An activities chart was prepared (see opposite page), on the upper half of which were plotted the facilities needed with the estimated starting date and completion.

The bottom half was given over to the various publications and public information features and the campaigns and special events affecting employe welfare and community relations.

To carry out the major areas of public relations the Department is divided into these three areas of responsibility:

1. The Public Relations Manager is responsible for overall direction and policies and, in addition, has charged himself with direct action as to community facilities and services.
2. The Public Information Director handles all publicity and information service, press, radio and house publications.
3. The Assistant Public Relations Manager is charged with all campaigns, special events and the like and represents the department and management in general in all employe recreational and welfare activities. Research is conducted by a statistical analyst reporting direct to the Public Relations Manager.

The chart makes it possible to coordinate all these activities, to keep up with progress of various projects and to anticipate needs and soft spots. It is corrected and brought up to date monthly. The research analyst is charged with preparation and maintenance of the chart.

So far the program has worked. Those places revealed as being touchy have been expedited and corrected. Best of all, the chart has been used successfully to provide graphic argument for satisfaction of needs, and in revealing to top management and the Air Force at a glance the current situation. • •

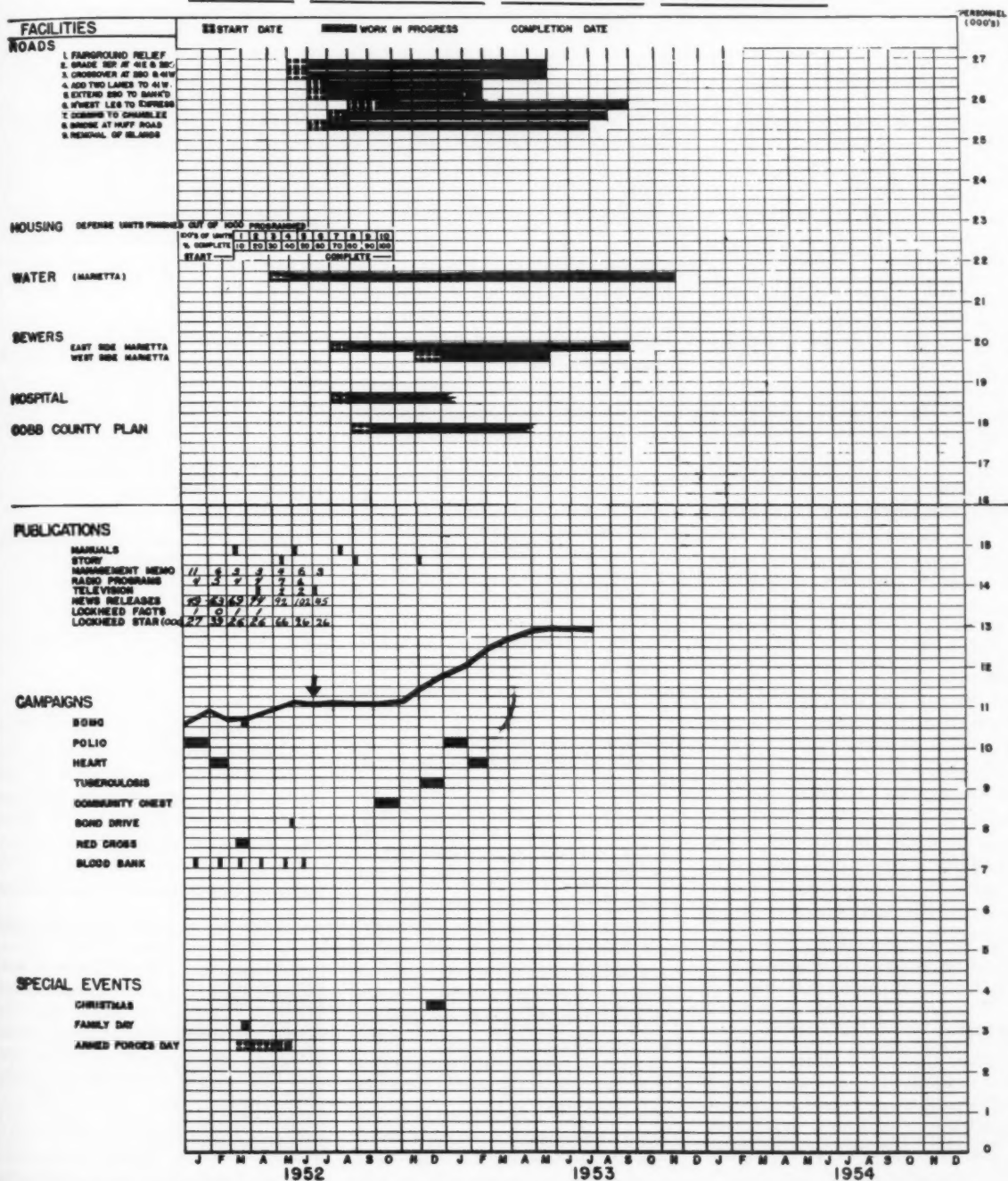
(*At the time this article was written Mr. Albert was Manager of Lockheed's PR Department; and, although he now heads Emory University's development program, he still maintains a consultative relationship with the aircraft corporation.—Editor)

LOCKHEED AIRCRAFT CORPORATION

GEORGIA

DIVISION

PUBLIC RELATIONS ACTIVITY PROGRAM



The work chart of Lockheed's public relations activity program shows blocked-in periods when over-all company activity—as well as specialized or seasonal drives and campaigns—indicates PR emphasis. The department workload can be planned over an extended period by coordinating activities in this manner, and progress of projects can be quickly checked. Monthly revisions of the chart enable public relations people to anticipate needs and soft spots.

Student Visitor Program

New Orleans' International House inaugurated a Student Visitor Program to acquaint high school seniors with the port's trade promotion facilities, and their importance to the state

By Katherine M. Martin

Publicity Department
International House

HIGH SCHOOL SENIORS from all over Louisiana are coming to New Orleans by the thousands for a one-day visit, and as each group arrives, International House and other trade facilities in the "International City" roll out their carpets to show these students how important two-way commerce through New Orleans is to the entire state.

This Louisiana Student Visitors Program was inaugurated about a year ago by International House, New Orleans' non-profit organization dedicated to the promotion of world peace, trade and understanding. Leaders of International House knew that for many years Louisianians outside New Orleans resented the port and the city and often exclaimed that New Orleans was something apart from Louisiana—a port and city that belonged to the world—but not to their world.

Yet, for the Port of New Orleans to flourish, it needed the support of all of Louisiana. A state-owned enterprise, the port belongs not just to New Orleans, but to the entire state.

How could New Orleans break the wall that separated it from the people of Louisiana?

PR program

A public relations program was the answer. A public relations program that would actually bring these Louisianians to New Orleans to see for themselves how the port and its allied facilities help to bring prosperity to them.

International House drew a blueprint for the project and began by inviting business leaders from the different parishes to the city. Then it launched an even more extensive drive

which would reach out to Louisiana's future citizens—the men and women who in the years to come would be the state's leaders.

In the early months of 1952, International House sent out its first invitations to Louisiana high school seniors asking them to New Orleans for a day. About 100 invitations went out at that time, and by the end of the school term in June, about 2,000 students had participated in the plan.

Invitations accepted

Then, this fall, International House again sent out invitations to senior classes, this time to 300 different public schools all over the state. Responses began coming in immediately, and schedules were set up beginning in September and running through the close of school in June.

The invitations sent out by International House were addressed to the Principal of the school and said, in part: "New Orleans today is America's second greatest port and rapidly is becoming of increasing importance throughout the world and particularly to Louisiana and all of its residents. There is, of course, a reason for this which we are very proud to show visitors.

"Last spring more than 70 high school senior classes from all sections of Louisiana visited New Orleans and showed a great deal of interest in participating in the one-day educational program.

"Since this program seems to have met with success and has provided students of Louisiana an excellent opportunity to observe a number of interesting things in New Orleans, we are prepared again this year to invite

a selected group of senior class students from your school to visit New Orleans!"

Educational program

In inviting the seniors to New Orleans, International House emphasizes that it is an educational program and even sends the teachers kits of information about the port, International House, the International Trade Mart and other trade facilities as a basis for class study before the New Orleans visit.

The program for the day usually begins at 10 a.m., with a harbor trip aboard the port yacht, *Good Neighbor*. During the hour and a half port tour, the students are given a detailed description of the port and have the opportunity to see the many ships from all over the world that call at New Orleans.

They learn that New Orleans in dollar value is the second port in the nation, that it is a leading banana importer and has special wharves for this tropical fruit and other commodities; that coffee, sugar, wheat, flour, molasses and hundreds of additional products flow over its 21 miles of quay-type wharves.

Following the port tour, the students, who always have two or more chaperons, usually eat at a cafeteria. They pay for their own lunch and also for their transportation to and from the city.

Movies shown

Luncheon finished, the seniors come to International House where in the organization's auditorium, they see two movies: one a color film on Louisiana and the other a 30-minute film about New Orleans. A representative of In-

Katherine M. Martin joined the publicity staff of International House,



New Orleans non-profit organization dedicated to the promotion of world peace, trade and understanding, in the spring of 1948.

She edits the semi-monthly International House publication, *Trade Winds*, in addition to her other work in the Publicity Department. She is president of the Delta (New Orleans) Chapter of the Society of Associated Industrial Editors.



Students aboard the port yacht, *Good Neighbor*, just before a tour of the port.

ternational House's publicity staff then gives each student literature about the organization and tells the seniors about I-H's activities in promoting trade and understanding.

The staff member explains that International House is supported by the dues of its 2,300 members in New Orleans, throughout Louisiana, the Mississippi Valley and the world. She points out that International House is a clearing house of trade information which makes contacts between buyers and sellers of the Mississippi Valley and their counterparts abroad. Since International House opened in 1945, she continues, the organization has made more than 165,000 of these trade contacts between importers and exporters of the world.

The speaker notes also that International House's world trade services are given free of charge and that the organization even assists businessmen in establishing export or import business.

Question and answer period

Students have an opportunity to ask questions following the talk, and then they are taken on a tour of International House's club facilities—through the lounge, dining room, private offices, conference room and grand hall.

A visit to the Trade Mart may be next on the program, and there the senior high school students visit the different exhibits and are told how the Mart and International House work together, the House as a reception center and the Mart as a marketing center, to promote trade through the Port of New Orleans.

During the day, an International House staff member acts as a guide for the visiting school group, greeting it on arrival and directing and assisting wherever possible.

What do the students have to say about the New Orleans visit?

Loranger High School seniors wrote: "We have for the first time an idea of what you are doing in International House and the Trade Mart."

A letter from Donaldsonville High School said: "The educational value of the trip can hardly be compared with that of an ordinary school day."

Louisiana's newspapers commented too on the program. The *Crowley Weekly Acadia*, for example, said: "Within the next month or two, students of the Rayne High School will visit International House in New Orleans as guests of that organization in their Student Visitors Program."

"This tour is on the order of that conducted by International House in 1949 and 1950 when Louisiana businessmen came for a one-day program designed to acquaint them with New Orleans' trade promotion facilities and their importance to business throughout the state. It was an educational trip well-worth the time and energy expended."

"Extending the program to high schools of the state is an important factor in education. The community should work with the school to see that every student who can possibly make the trip has the opportunity to do so."

That's why International House is bringing thousands of high school seniors to New Orleans and why in all probability it will continue to do so in the years to come. • •

Advice for 1953: Quit Complicating Public Relations

WITH the New Year still reasonably unsullied we might as well propose a resolution for certain business concerns and organizations. To wit: stop trying to make the matter of public relations so complicated!

Take the case of the local chapter of a national business association. This chapter formerly kept the local press informed of its doings in a direct and uncomplicated manner.

But now it has informed editors it will send its news to New York for processing by a public relations man, who then will send it back to Cincinnati.

So far, the PR man hasn't sent anything so it's too early to evaluate his work. But even if he is competent, it is a little hard to understand the necessity for this setup.

Then we might examine the case of the company which purchased a smaller firm in another city. The announcement was limited to this bare fact, plus a mention of the products made by the company which was purchased.

Officials of neither firm would disclose what would happen to the company which had been taken over, though the jobs of several hundred persons were at stake. Eventually newsmen pieced together a story by going through tortuous channels and reaching sources not connected with the companies.

In retrospect, it seems that the purchasing company could have benefited from a complete and frank announcement, explaining that the move meant company growth and product diversification. Instead, it chose the reticent role.

These examples, fortunately, are exceptions to the rule in Cincinnati. Most local businessmen will speak quite frankly to newsmen. Also, many of them seem to be acquiring a well-developed sense of public relations in the broader sense. They know that no company can live a hermit's life.

Various larger companies have excellent public relations departments. Some smaller ones obtain the services of free-lance publicists.

Possibly there are still some businessmen or association officers who are puzzled about how to get news into the paper. So here's the answer: call up, or write a letter.

There's just one catch. It has to be newsworthy.

—Richard L. Gordon
The Cincinnati Post
January 6, 1953

RECOMMENDED READING

A compilation of some current books relating to the field of public relations, revised through 1952.

PUBLIC RELATIONS BOOKS

Effective Public Relations—SCOTT M. CUTLIP AND ALLEN H. CENTER; Prentice-Hall, New York, 1952—502pp.

Five-part structure includes: The Perspective, The Process, The Publics, The Practice, and New Horizons. Meaty "how-to-do-it" sections, plus numerous footnote references to other worthwhile writings on pertinent phases of PR. Summarizes qualifications for PR work.

Handbook Of Personnel Management—GEORGE D. HALSEY; Harper & Bros., New York, 1947—402pp.

Incorporates practical solutions for many personnel relations problems, as well as discussion of basic principles and theories. Case examples and chapter bibliographies.

How To Run A Meeting—EDWARD J. HEGARTY; McGraw-Hill, New York, 1947—222pp.

A guide to planning, staging and presenting a meeting—including suggestions for obtaining speakers, serving food, handling disturbances, holding interest, using humor, staging discussions, etc.

How To Talk With People—IRVING J. LEE; Harper & Bros., New York, 1952—171pp.

Discusses the difficulties of phraseology and semantics in human communication. Describes effects emotions have on meaningfulness of verbiage. Result of notes taken from over 200 group deliberations.

Interpreting The Church Through Press and Radio—ROLAND E. WOLSELEY; Muhlenberg Press, Philadelphia, 1951—352pp.

Discusses use of advertising and publicity channels available to the church publicist. Appendix especially valuable for neophyte; includes PR program outline, style sheet, press manual, press and radio glossary, and suggested bibliography of reading.

Opportunities In Public Relations—SHEPARD HENKIN; Vocational Guidance Manuals, New York, 1951—112pp.

Vocational monograph supplemented by suggested reading bibliography, list of schools, glossary, and other information.

Planned Industrial Publicity—GEORGE BLACK; Putnam Co., Chicago, 1952—122pp.

Practical guidebook for the industrial publicist.

Public Relations And American Democracy—J. A. R. PIMLOTT; Princeton University Press, Princeton, N. J., 1951—265pp.

An analysis of public relations and its relationship to the development of the American economic system as seen by a British Home Civil Service Fellow.

Public Relations In Management—J. HANDLY WRIGHT AND BYRON H. CHRISTIAN; McGraw-Hill, New York, 1949—229pp.

Covers principles for handling PR in business, government, labor and social institutions. Includes nearly 100 short case studies. Tells students how to prepare for careers in public relations.

Public Relations Principles And Problems—BERTRAND R. CANFIELD; Richard D. Irwin Co., Homewood, Ill., 1952—517pp.

Covers the general field of PR. Prepared as a college textbook. Nineteen chapters with two illustrative problems at close of each. Introduction especially good on the "what's" and "why's" of PR.

Practical Public Relations (Revised)—REX F. HARLOW AND MARVIN M. BLACK; Harper & Bros., New York 1952—407pp.

General text covering all major aspects of PR work. Outlines role of PR in society, publics to be considered, and communication tools utilized by the practitioner. Good as school text and reference book for the professional.

Shareholder Relations: Corporate Annual Report Requirements—HENRY F. REUTER; Reuter and Bragdon, Inc., Pittsburgh, 1951—110pp.

A primer on stockholder relations programs covering philosophical concepts and techniques common in industrial practice today. Includes reasons for stockholder program; use of the annual report; interim reports; annual meeting; financial publicity and advertising; regional meetings; stockholder surveys and correspondence; plus annual report requirements in various states.

Solving Public Relations Problems—VERNE BURNETT; B. C. Forbes & Sons, New York, 1952—174pp.

Provides eight-step formula for solving PR Problems in an orderly fashion. One chapter devoted to each step. Incorporates comprehensive catalogue of changes that have taken place in America during last two decades. Case histories are numerous, but brief.

Speak Up, Management—ROBERT NEWCOMB AND MARG SAMMONS; Funk & Wagnalls, New York, 1951—320pp.

14 chapters outlining the fundamental steps in a sound and well-balanced program of employee communications. Ready-reference to newsletters, company magazines, bulletin boards, etc.

Tested Public Relations For Schools—STEWART HARRAL; University of Oklahoma Press, Norman, Oklahoma, 1952—174pp.

Candid examination of internal and external public relations practices and problems of public school systems. Considers fundamental philosophy, objectives, procedures, staff assignments, techniques, and strategy. Thought-provoking questions at end of each chapter.

BACKGROUND READING

Administrative Action—WILLIAM NEWMAN; Prentice-Hall, New York, 1951—483pp.

Cases for administrative action; the techniques of organization and management.

Administrator, The (Revised)—JOHN D. GLOVER AND R. M. HOWER; Richard D. Irwin Co., Homewood, Ill., 1952—723pp.

Cases on human relations in business.

Association Management—JOHN C. PATTERSON; Harper & Bros., New York, 1952—230pp.

Covers various aspects of trade association operation. Useful to association staff members, as well as officers and directors. Provides orientation into association work for the neophyte.

Corporate Financial Policy—HARRY G. CUTHMANN AND HERBERT E. DOUGALL; Prentice-Hall, New York, 1948—726pp.

An evaluation of currently prevailing policies and practices in corporate financing, slanted to the needs of larger organizations. 800 citations of information sources. Should be especially helpful in stockholder relations and general corporate policy counseling.

Creating An Industrial Civilization—EUGENE STALEY; Harper & Bros., New York, 1952—368pp.

Summary report, with editorial interpretations, of the Corning Conference, held under the auspices of the American Council of Learned Societies and Corning Glass Works, May 17-19, 1951, Corning, N. Y. Treats industrial human relations in plant and community.

Development Of Executive Talent—M. J. DOOHER AND VIVIENNE MARQUIS; American Management Association, New York, 1952—576pp.

Handbook of management development techniques. Embraces ample case studies.

Fundamentals of Top Management—RALPH C. DAVIS; Harper & Bros., New York, 1951—825pp.

Fundamental statement of business objectives, policies, and general methods governing the solution of basic business problems. Examines the bases of thinking that condition the formulation of executive decisions. Outlines foundations of management philosophy.

Groups, Leadership And Men—HAROLD GUETZKOW; Carnegie Press, Pittsburgh, 1951—293pp.

Contains reports on research sponsored by the Human Relations and Morale Branch of the Office of Naval Research. Involves discussion of: research on group behavior; research on leadership; and research on individual behavior. Technical in both subject matter and treatment.

Industrial Sociology—DELBERT C. MILLER AND WILLIAM H. FORM; Harper & Bros., New York, 1951—896pp.

Extensive study of social relationships of workers in jobs. The effects of work factors on the efficiency, success, security, satisfaction, and social adjustment of the worker. Numerous illustrations.

Industry And Society—WILLIAM F. WHYTE; McGraw-Hill, New York, 1946—211pp.

Series of articles on human relations and social organization in industry - factory in the community, motivation of underprivileged worker, race relations, role of union organization, factory as a social system, and industrial conflict.

Language In Thought And Action—S. J. HAYAKAWA; Harcourt Brace, New York, 1949—307pp.

Discusses the many semantical problems involved in the use of language for transferring thoughts into actions, including giving things names, abstractions, institutionalized attitudes, and oververbalization.

Manual of Corporate Giving, The—BEARDSLEY RUMMLER AND THEODORE GEIGER; National Planning Association, Washington, D. C., 1952—415pp.

Twenty-eight experts advise well-planned program of corporate giving. Embraces many do's and don'ts for such programs. Considers ethics of utilizing 5% tax deduction privilege. Some defects in organization of material.

Policy Sciences, The—DANIEL LERNER AND HAROLD D. LASWELL; Stanford University Press, Palo Alto, Cal., 1951—344pp.

Product of seventeen social scientists—psychologists, anthropologists, sociologists, historians, and economists—studying the changes in America since 1890. Deals with such social factors as the person, primary group, national character, and world organization.

Readings In Sociology—ALFRED MCCLUNG LEE; Barnes & Noble, Inc. New York, 1951—439pp.

Selections from the writings of fifty-six sociologists. Topics include: scientific study of human relations; socialization of the individual; human ecology; race; intergroup relations; social class; collective behavior; institutions and sociology in social policy.

Sharing A Business—FRANKLIN J. LUNDING; Updegraff Press, Scarsdale, New York, 1952—150pp.

Case study of Jewel Tea Company's experience with a management philosophy of sharing profits, information, management problems, and life's hazards with employees, community and customers.

Showmanship In Public Speaking—EDWARD J. HEGARTY; McGraw-Hill, New York, 1952—300pp.

Divulges a professional's "bag of tricks" on what makes a good speech: getting off to the right start; getting audience participation; how to handle notes; and how to demonstrate a sense of humor.

Top Management Organization And Control—FISH, HOLDEN AND SMITH; Stanford University Press, Palo Alto, Cal., 1941—257pp.

Composite analysis of management policies and procedures in 26 of the largest U. S. corporations to determine value of adapting these methods to other business enterprises. Check lists of advantages and disadvantages.

This revised bibliography of selected public relations books and background reading relating to the field was prepared as part of a continuing project of the PRSA Education Committee (1952 edition).



CLEVELAND PR MEN TACKLE CIVIC PROJECT—Edmond C. Powers, President of PRSA's Northeast Ohio Chapter (seated right), shown at a discussion of the preparation of a Public Relations Handbook, as a cooperative project with the Economic Information Committee of the Cleveland Chamber of Commerce. Seated, left, is George C. Frank, a Chapter Director. Standing (l. to r.): Paul Brokaw, also a Director; Carl E. Stahley, Director of PR of the Cleveland Chamber of Commerce and Chairman of the Civic Affairs Advisory Committee of the Chapter; Arthur S. Bostwick, a Director; and Gus Utter, Secretary-Treasurer of the Chapter. Both Frank and Brokaw are members of the Chapter's Civic Affairs Advisory Committee.



L. ROHE WALTER, New York, has been named Special Assistant to the Postmaster General in Charge of Public Relations, "to help the Department meet a pressing need for an information program serving both postal employees and the public," according to a recent announcement by Postmaster General Arthur E. Summerfield. Mr. Walter was for 15 years Director of Advertising and PR for The Flintkote Co., New York, and is a former president of PRSA's New York Chapter.

NEWS IN VIEW . . .



J. Q. MAHAFFEY (left), retiring President of the Associated Press Managing Editors Association, told PRSA's Houston Chapter some important things about PR-Press relations at a recent meeting. **Harry C. Webb**, Director of PR, Texas Gulf Sulphur Co. (center), presided as Chapter President, and **George J. Kienzle**, V. P. in charge of PR, Borden's Dairy & Ice Cream Co., Columbus, Ohio, spoke on "Selling's Siamese Twins, PR and Advertising."



SHOWN at the first of several regional conferences on banking public relations, leaders at the Financial Public Relations Association's New York session of the annual cross-country event, February 20, are: **Preston E. Reed**, FPRA's Executive Vice President, and a member of PRSA, and **Dr. Alfred H. Williams**, President of the Federal Reserve Bank of Philadelphia.

PRSA's **MID-SOUTH CHAPTER** members participated, March 1, in a forum on public relations and its vocational opportunities on Memphis TV station **WMCT**. The show was one of a regular Sunday afternoon public service feature series, titled "Futures Unlimited." (Story on page 26.)





NEWS SECTION

APRIL, 1953

PRSA Board of Directors to meet in Atlanta, April 17-18

Board agenda to include initial reports of all committees; consideration of changes of Board structure and procedures for election of Directors; Atlanta Chapter to stage regional PR conference at Emory University, April 16

The Spring meeting of the Board of Directors of the Public Relations Society of America will be held as a two-day event at The Peachtree on Peachtree Hotel, Atlanta, Georgia, April 17-18, and, as is customary, all members of the Society are invited to attend the sessions.

At this meeting the 68-man Board will hear initial reports on activities and program plans for the year by chairmen of all of the Society's standing committees, Boards, National Judicial Council and Commission on the Social Sciences, as well as development progress reports from the eight Regional Vice Presidents.

Among other subjects to be handled at the meeting are a study of the Board structure as presently constituted, and a proposed change in nominating and election procedures for national Directors.

Members attending the meeting are requested to make personal hotel reservations direct to: W. H. Martin, General Manager, The Peachtree on

Peachtree Hotel, Atlanta, Georgia, mentioning the PRSA Board of Directors meeting.

Atlanta Chapter PR Conference

On Thursday, April 16, the day previous to the Board meeting, the Society's Atlanta Chapter will hold its First Annual Public Relations Conference at Emory University. Allen C. Albert, Jr., Executive Director of Emory University's Development Program, and President of the Atlanta Chapter, invites all PRSA members and guests to attend the Chapter Conference. • •

Atlanta, Hawaii and west coast chapter conferences spark 1953 PRSA series

Public relations conferences, sponsored annually in their regions by PRSA's chapters, will be led off by four events planned for April, this year.

The Atlanta Chapter will hold a one-day session, April 16, on the campus of Emory University. The Hawaii Chapter, one of PRSA's oldest, will sponsor a PR Clinic in Honolulu, April 23-24. PRSA officials will attend, and all members visiting in the Islands are urged to participate in what is billed as "the best PR event ever undertaken in Hawaii."

The West Coast chapters plan one-day events: Southern California Chapter, on University of Southern California's campus (Los Angeles), in a fourth annual event, April 29; and San Francisco Bay Area Chapter, April 30, at the Fairmount Hotel.

All public relations people are urged to attend these events.

Yale amassing data on 2,000 civilizations; man's works and cultures catalogued for reference

Modern technology is enabling a group of scholars from 16 American universities to build in two or three decades a scholarly monument to man which formerly would have taken centuries to build.

The vast project is the Human Relations Area Files, based at Yale University, which is assembling one of the most extensive factual surveys of man's works, ideas, cultures and habits ever undertaken.

A large former private home houses the headquarters for the project, where modern photographing, microfilming, card-printing and filing devices speed the mountainous task of organizing thousands upon thousands of facts.

The Files were started at Yale in

1937 and have been growing slowly, both because of limited funds and because of the almost limitless reservoir of printed and manuscript material which eventually will find its way into the Files.

During the last World War the amazing usefulness of the Files for purposes other than the scholarly was demonstrated when U. S. Navy planners called for aid in plotting Pacific campaigns.

In 1949 the massive project became a cooperative enterprise in which 16 universities now have agreed to participate actively.

Professor Clellan S. Ford, Executive Director of the Files, described the project's aim as one of gathering together in master files all the scientifically reliable

basic information about the 2,000 existing civilizations on the surface of the globe today, and all historical facts about past cultures.

Although the Area Files are based on a scholarly principle which has not deviated since 1937, Professor Ford points out that even such a practical job as piercing the Iron Curtain around Eastern Europe and Asia is not impossible through information gleaned from the Files.

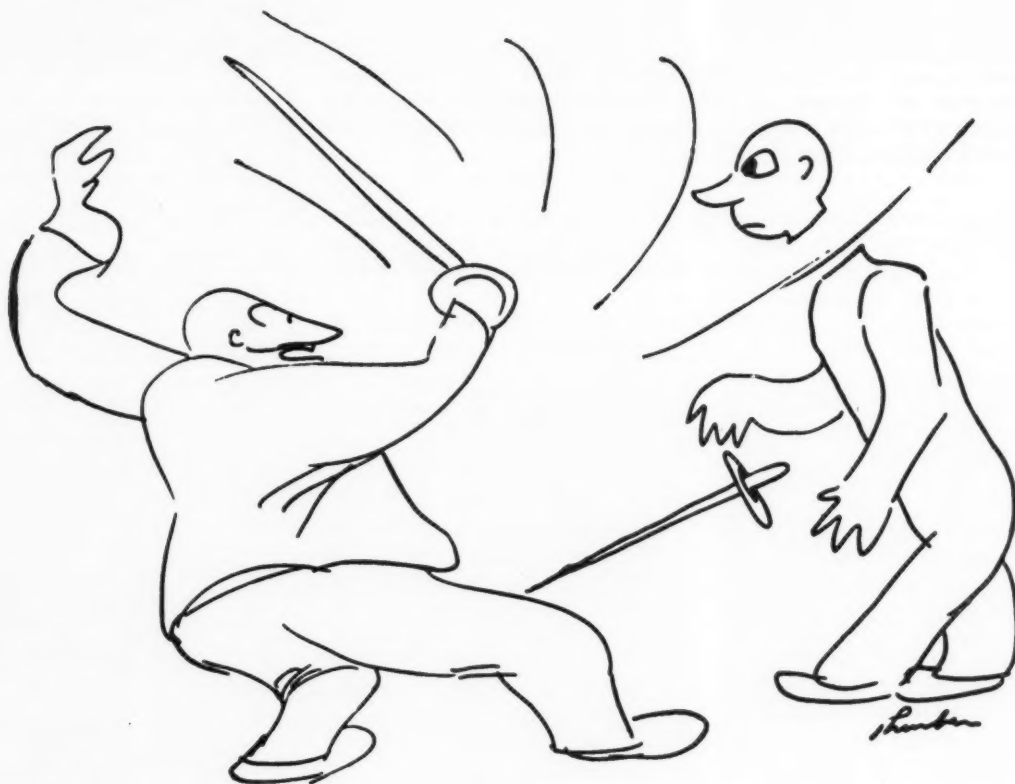
Facts are being assembled on four broad fronts pushing beyond the Iron Curtain — westward from the Bering Straits into Siberia; northward from Southeast Asia on one side and the Near East on the other; and eastward from Czechoslovakia and other Red satellite nations in Europe.

"A sound understanding of the peo-

(Continued on page 31)

Head Start

Copyright 1932, The New Yorker Magazine, Inc.



"Touché!"

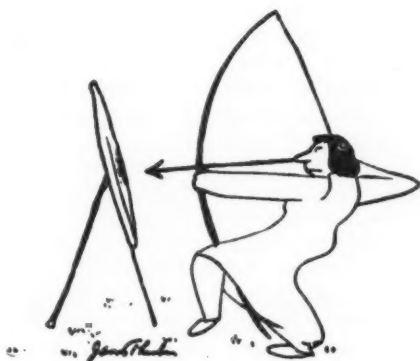
Readers of The New Yorker are people of intelligence, good taste and better than average income. They are the people who are receptive to new ideas and new products.

Many products that are widely
(Advertisement)

accepted today were launched *first* in The New Yorker. The first electric shaver advertisement, the first magazine promotions for frozen foods and television—all appeared first in The New Yorker.

The flexibility of The New Yorker gives advertisers the benefit of exact timing for introducing new products, new models. Its timeliness assures advertisers of the impact of immediacy.

The same ability to launch new products can be used to launch ideas. Ideas are what The New Yorker is made of, and ideas flow most easily *from the top down*.



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(This is the fifth of a series of advertisements suggesting how The New Yorker may help you speed your public relations ideas.)

THE NEW YORKER

NO. 25 WEST 43RD STREET
NEW YORK 36, N. Y.

Sells The People Other People Follow

Chapter notes

COLUMBUS CHAPTER

Edgar S. Bowerfind, Director of PR, Republic Steel Corp., Cleveland, addressed the Chapter's February meeting, speaking on "Ideas." • •

DETROIT CHAPTER

The February meeting was an open session without speaker. The audience posed some problems of professional and organizational significance for round-table discussion and debate. The Chapter has just introduced Vol. 1, No. 1, of the *PR News Bulletin* for members and affiliates of the organization. • •

MID-SOUTH CHAPTER

The public relations needs of municipal and state governments will be brought into sharp focus in the Mid-South when the Chapter conducts a one-day seminar on "Public Relations in Government at the State and Municipal Levels" at the Marion Hotel in Little Rock, Ark., May 22.

The conference, which will be open to the public, will point up problems in PR encountered by city and state governments and will offer solutions through the presentation of case histories by top municipal and state officials from the tri-state area of Tennessee, Arkansas, and Mississippi. • •

NEW YORK CHAPTER

Edward D. Madden, Vice President, National Broadcasting Co., New York, addressed the Chapter, March 18, on, "Television: Problems and Opportunities for Public Relations." • •

NORTHEAST OHIO CHAPTER

The Northeast Ohio Chapter has undertaken what is believed to be the first project of its kind, in the preparation of a handbook on several phases of public relations for business and industry, it has been announced by Edmond C. Powers, Public Relations Director of Griswold-Eshleman Co., Chapter President. The project is in cooperation with the Economic Information Committee of the Cleveland Chamber of Commerce.

The handbook is to be designed as an aid to public relations men in the furtherance of employee communication in telling the important story of American business. When completed it will be published and distributed by the Chamber, with appropriate credit to the local Chapter for its compilation.

Chapter members are being assigned the task of preparing the text, selection of each subject being on the basis of specialized fields of those assigned.

The project was prompted by many inquiries received by the Chamber for information on how to establish a com-

Rocket Society Award



DR. M. J. ZUCROW (right), Dept. of Mechanical Engineering, Purdue University, is shown receiving the G. Edward Pendray Award, donated by PRSA member Pendray (left), and awarded each year by the American Rocket Society for an outstanding contribution to the literature on rockets and jet propulsion. Dr. Zucrow is Author of *Jet Propulsion and Gas Turbines*, and besides teaching in the field, is a consultant to industry and government. Dr. Pendray is an authority in the field of rockets, and has been associated in the development of jet propulsion techniques for many years. He is a leading writer on the subject.

pany publication; policies governing editorial content; how to conduct plant open houses; management communication, etc. The handbook will be used in the future to answer such inquiries coming in to the Chamber from all parts of the country.

The project is under the direct supervision of the Chapter's Civic Affairs Advisory Committee comprised of Carl E. Stahley, Director of PR of the Chamber, Chairman; George C. Frank, Assistant to the President of the Erie Railroad Co.; Joseph E. Chope, Regional Manager, Department of PR, General Motors Corp.; Edward Howard of Edward Howard & Co.; and Paul Brokaw, Public Relations Counselor. • •

ROCHESTER CHAPTER

Morris B. Rotman, President of Harshe-Rotman, Inc., spoke on, "Management's Role in Public Relations," at the Chapter's March meeting. • •

SAN FRANCISCO BAY AREA CHAPTER

Liabilities the Navy faces in its public relations efforts were the subject of discussion by Captain Richard Lane, Public Information Officer, Commandant's Staff, Twelfth Naval District, at the February Chapter meeting.

"The Navy has been slow to learn its public relations lesson," Captain Lane

(Continued on page 26)



PRSA MEMBER Nathan E. Jacobs, President of Bozell & Jacobs, Chicago, greets his brother, Morris E. Jacobs, of Omaha, Chairman of the Board of the advertising and public relations agency, on the occasion of the open house given by the company in its new quarters at 205 North La Salle St., Chicago. Reception room map at right indicates location of Bozell & Jacobs' eleven U. S. offices.

PEOPLE

(•) indicates PRSA members

Hal R. Strass • Editor, RECAP, publication of the American Trust Company, San Francisco, has been named President of the Northern California Industrial Editors Association.

Problems and techniques in public relations were discussed at the 3rd annual staff conference of Harshe-Rotman, Inc., in its Chicago offices, February 27 and 28. All staff members from the New York and Rochester offices participated, according to **Morris B. Rotman •** President of the 22-year-old firm.

Kelly J. Shugart • for the past 12 years PR Director, Musicians' Union Local 47 AFL, Los Angeles, is teaching a 12-week course in public relations at Chapman College, Los Angeles. Offered for full college credit, the course will feature guest speakers from industry, management and labor, in addition to regular instruction periods.

Richard P. Waters, Jr. • has been promoted to PR Director and Ass't to the Vice President in Charge of Public Services, John Hancock Mutual Life Insurance Co., Boston.

A. Lee Rogers • Public Information Officer, Lockheed Aircraft Corp., Marietta, Ga., has been appointed Publicity Manager.

Edward C. Ames • until recently PR Director, Owens-Corning Fiberglas Corp., Toledo, has been appointed PR Director, Calumet & Hecla, Inc., Chicago.

Herbert P. Grenda • Regional Manager of PR, General Motors Corp., Detroit, has been appointed to take charge of the new regional office in Dallas, Texas. **Bedford C. Culp •** former Ass't PR Manager, Cleveland region, succeeds Mr. Grenda in Detroit.


Robert T. Borth • Plant Community Relations Mgr., General Electric Co., New York City, has been named Employee & Plant Community Relations Mgr. of GE's Aircraft Gas Turbine Division, Cincinnati, Ohio.


Erle B. Savage, Jr. • has been named President of the Addison Lewis Company, Communications Agency, Minneapolis. He joined the organization in 1952 as Vice President, having been active in corporate public relations and advertising agency fields in Minneapolis for 15 years. He is a former President of PRSA's Minnesota Chapter and member of the national Board of Directors.



Rear Admiral H. B. Miller (Ret.) • has returned to the American Petroleum Institute as Information Director, and Executive Director, Oil Industry Information Committee, after a leave of absence for one year as President, National Committee for a Free Europe, Inc. **Edwin W. Esmay, Acting OIIC Director,** has rejoined the PR Dept., Standard Oil Company (N. J.).

George J. Kienzle • formerly PR Director
(Continued on page 28)





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Mid-South Chapter discusses PR careers as TV station feature

PRSA's Mid-South Chapter used a new technique last month for carrying the story of public relations to the people of the Mid-South area when four members of the Chapter participated in a forum discussion of public relations and its vocational opportunities over Memphis TV station WMCT. The show was one of a regular Sunday afternoon series carried by the station as a public service feature under the title "Futures Unlimited." Hooper ratings indicate that the show has a regular audience in excess of 240,000 viewers.

Goal of the show

Goal of the Chapter on the show was two-fold: (1) to advise college and high school youths of the facts about public relations as a career field, and (2) to create a broader understanding of public relations itself on the part of the Mid-South public.

To give the show the widest possible scope, Chapter members were chosen to represent corporate business, the private counsel, educational institutions, and trade associations. Panel

members were quizzed on their various public relations fields by Moderator Denby Brandon and by high school and college students interested in entering the public relations field.

The discussion, in the period of 30 minutes, covered the goals and purposes of public relations, general qualifications for entering public relations, recommended courses of study, and highlights on PR activities in each of the fields represented on the panel.

Panel participants

Participants included Ernest Stewart, Memphis, President of the Mid-South Chapter and PR Manager, National Cotton Council, representing associations; Marvin Black, University, Mississippi, PR Director of the University of Mississippi, representing educational institutions; Shirley D. Smith, Memphis, Public Relations Counsel; and C. Armitage Harper, Little Rock, Vice President in Charge of Contract Sales and Public Relations, Democrat Printing & Lithographing Company, representing corporate business. • •

San Francisco PR conference



"PUBLIC RELATIONS—Science or Guesswork" will be the theme of the Fourth Annual PR Conference of PRSA's San Francisco Chapter, at the Fairmont Hotel, April 30. Planned as a workshop, the morning will be devoted to identifying public relations problems and their possible solutions, and the afternoon period will present methods for measuring results of a PR program. Among the members of the sponsoring committee for the meeting are (above, l. to r.): Lloyd E. Graybiel, Vice President, American Trust Co., PRSA national Board member; R. Mark Ogden, PR Manager, Watson & Meehan, Conference Chairman; and Robert D. Ross, The Pacific Telephone and Telegraph Co., Chapter President.

Jolly slant



CATERPILLAR Tractor Company's Fred Jolly, Community Relations Manager, came up with this novel idea recently in the way of a congratulatory offering on the dedication of Spalding gymnasium in Peoria. As a "special" bouquet, Jolly loaded a flower basket with bats, balls and other athletic equipment and sent it over. It stood out like a fox on a rabbit farm. Accepting it for Spalding are (left), Fr. J. F. Kirchgessner, Dean of Discipline, and (right), Fr. John W. Shiels, Principal.

Chapter Notes

(Continued from page 24)

explained, "but when it does and the facts are properly and fully presented the American people will understand the need for sea power and will give the Navy the support it needs."

Captain Lane listed as some of the liabilities the Navy faces in its public relations efforts: (1) Sea-power is not as easy to understand as land power; (2) People still cling to the old fashioned idea of the Navy as ships. They are not yet aware of the Navy in the air; (3) The Navy has been overconscious of security in classifying information; and (4) It is hard to educate many Navy people to the need for public relations.

The speaker pointed out that, since the Navy is not primarily a manpower organization, but rather a user of vast amounts of technical equipment, it is constantly faced with the problem of how to transmit ideas.

The Chapter has just introduced PRSA News, its organizational newsletter for members. • •

Membership Postings

The By-Laws of the Society require that applications for membership be posted 30 days before being submitted to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 2 West 46th Street, New York 36.

Active Membership

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(Continued on page 28)



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(Continued from page 27)

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John Earle Wells, PR Supervisor, The Pacific Telephone and Telegraph Co., 740 South Olive, Los Angeles 55, Cal. Sponsors: David L. Coale and Harold P. Levy.

Associate to Active Membership

Philip M. Bottfeld, Associate Director of Publicity, Benton & Bowles, Inc., 444 Madison Ave., N. Y. 22, N. Y.

Leo E. Brown, Asst. to the General Mgr., American Medical Assn., Dept. of PR, 535 N. Dearborn St., Chicago 10, Ill.

Russell W. Tarvin, Lt. Col., USAF, Public Information Officer, USAF Air Training Command, Headquarters ATRC, Scott Air Force Base, Ill.

NEW PRSA MEMBERS ELECTED DURING 1953

ATLANTA CHAPTER	3
CHICAGO	7
CINCINNATI	2
COLUMBUS	2
DETROIT	15
HAWAII	2
HOUSTON	0
INTERMOUNTAIN	2
MID-SOUTH	3
MINNESOTA	7
NEW ENGLAND	1
NEW ORLEANS	0
NEW YORK	16
NORTHEAST OHIO	3
NORTH TEXAS	0
OKLAHOMA	0
PHILADELPHIA	1
ROCHESTER	1
ST. LOUIS	3
SAN FRANCISCO BAY AREA	2
SOUTHERN CALIFORNIA	5
TOLEDO	1
WASHINGTON, D. C.	4
WISCONSIN	3
MEMBERS AT LARGE	12

TOTAL95
(Total membership—1516)

People

(Continued on page 25)

rector, Mid-West District, The Borden Company, Columbus, Ohio, has been named Vice President (PR), Borden's Dairy & Ice Cream Co., headquartered at the Ohio capital.

Michael Radock • PR Director, Kent State University, Ohio, has joined the Educational Services Division of Ford Motor Company's PR Dept., Dearborn, Mich.



John P. Broderick • has announced the establishment of his own organization as public relations and advertising consultant with offices at 52 Broadway, New York. Formerly an editor of the *Wall Street Journal*, Mr. Broderick for the past nine years has been engaged in advertising and PR, most recently as Vice President of Doremus & Co.

William H. Collins • Dravo Corp., Pittsburgh, was guest speaker before the Industrial Journalism class at the New York State School of Industrial and Labor Relations, Cornell University, on March 7. He spoke on "Employee Publications as Media of Communications."

John D. Kemp • has resigned as PR Director of the Gonzales (Texas) Warm Springs Foundation to become a partner in the **James A. Clark** • Company of Houston. Mr. Kemp was Mr. Clark's assistant with McCarthy Interests and the Shamrock Hotel until he went to Gonzales two years ago. Mr. Clark resigned from the McCarthy organization in January 1951 to write *Spindletop*. He also directs the business news section for the *Houston Post* and maintains a consulting and writing firm dealing primarily with oil, gas, sulphur, and petrochemicals.

PRSA's Sixth Annual Conference

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Open to both members and non-members of the Society

parens*

This is a column about things that interest PR people. Some important, some whimsical, some of passing interest, some of significance. The writer's blasts and kudos are not necessarily those of the JOURNAL Publications Board.

parens

The PR Department of the Koppers Company has just produced *The Becker Story*, a beautifully-written, handsomely-illustrated tribute to Joseph Becker, a leader in the coke and steel field who is retiring from active service. It's an effective way of institutionalizing a man, an industry, and the opportunities for growth in America through brains and guts.

parens

Swell job: Ask Weyerhaeuser Timber Company for a copy of *Tree Farming in the Pacific Northwest*. It tells how and why the tree farm movement perpetuates the nation's renewable resource—timber—but more than that the PR story is presented in color in a dramatic fashion that sells as it tells. Shows how you can make a PR message come alive.

parens

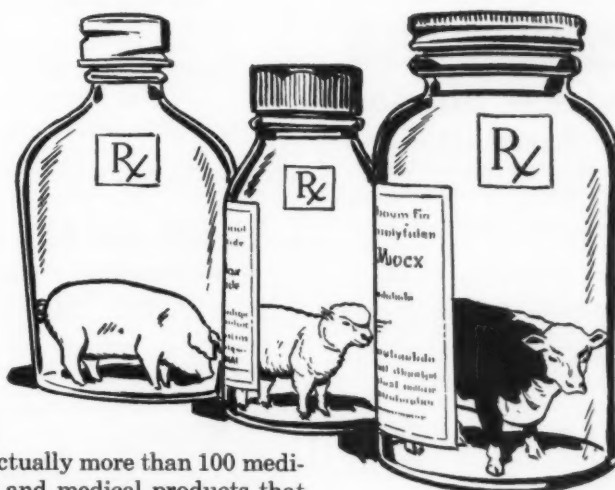
Good speakers' handbooks are a rarity. One of the most effective we've seen recently is the one published by The National Foundation for Infantile Paralysis. Besides history, questions and answers, policies and speakers' aids, it includes a built-in flip chart for use with small groups. Good speakers' guides give quality control of what your speakers are saying in campaign work.

parens

Hobby PR.: Nicholas Popa is Director of Byer & Bowman Advertising Agency's PR Department in Columbus, Ohio. But Nick Popa was once a caddy and remembers a lot of things that caddies forget. So, golf being this PRSA member's hobby, he's written a 16-page, cartoon-illustrated booklet, *Caddy Tips*, which is an easy-to-read PR guide on *How to Be a Good Caddy and Earn More Money*. Happy is the PR man who can bring his business talents into his hobbies—all the creative fun with no client deadlines!

* Short for "parentheses," used by typists and proofreaders.

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French priest asks U.S. PR picture help

The following letter, reprinted in its entirety, was received recently at PRSA headquarters. Will interested PR people, in a position to send typical American pictures, please send material direct to Father André?

"I should be pleased to receive some fine pictures of the American country and towns, like those which we find in the railway stations or travel agencies.

My purpose is to pin them on the walls of the lobby and classes of my college where I am a teacher.

It would be good publicity for your association and the USA—one good turn deserves another!

Consequently, I thank you before-
 hand, and remain,

M. ANDRE"

Rev. Father M. André
 Missionary School
 Allex (Drome)
 France

PRSA Executive Committee announces new JOURNAL student rate

Subscriptions to the PUBLIC RELATIONS JOURNAL for classroom use have been established at \$5.00 per year (bulk shipments only), the Society's Executive Committee has announced, due to requests for information on the subject coming from students and teachers in public relations courses.

The JOURNAL has always maintained a special rate for such purposes, the only requirement being that the mailing of the magazine be made monthly in bulk to one addressee (minimum: 20 copies).

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 20 Broad Street, New York 5, N. Y.
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Yale amassing data

(Continued from page 21)

ples of the world," he declared, "their ways of life, their problems, values and ideas, is generally recognized as basic for the easing of current conflicts and prejudices, and the achievement of international peace and harmony."

The Yale anthropologist asserted the first logical step toward reaching this understanding is to organize and digest all the scientifically reliable information about the peoples of the world that is now available.

"Once this has been done," he went on, "new research can be directed toward filling the gaps in our knowledge. Theoretical developments can proceed on a sound factual basis. Practical applications can be guided by realistic ideas concerning human relations."

Early in 1949 a \$62,500 grant from the Carnegie Foundation made possible a start on this cooperative approach.

At that time the Human Relations Area Files were incorporated under State of Connecticut laws. Corporate members include the universities of Chicago, Colorado, Cornell, Harvard, Hawaii, Indiana, Iowa, Michigan, North Carolina, Oklahoma, Pennsylvania, Princeton, Southern California, Utah, Washington and Yale.

The 16 universities contribute funds for the support of the enterprise, as well as contributing the services of the scholars, translators and scientists. In return, each university receives complete sets of all materials processed in the New Haven headquarters. To this list now has been added the armed forces. • •

Membership Discontinued

Colonel H. Kenneth Cassidy, Pacific Mutual Life Insurance Co., San Francisco, Cal.

Brooks Darlington, Scottsdale, Arizona.

John de Laitre, Farmers & Mechanics Savings Bank of Minneapolis, Minneapolis, Minn.

Mark Egan, Congoleum-Nairn, Inc., Kearny, N. J.

Thomas H. Hodgson, Minneapolis, Minn.

Don Hogate, PR Counsel, Washington, D. C.

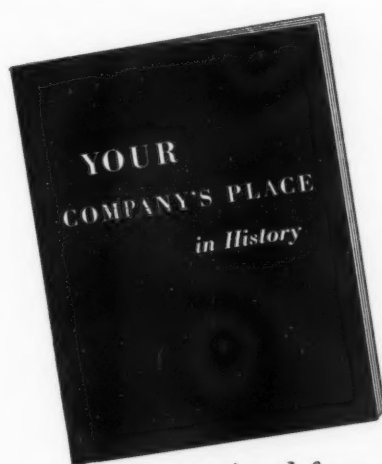
Charles E. Logan, Burnett & Logan, Chicago, Ill.

George Mascott, Kentucky Chamber of Commerce, Louisville, Ky.

President Eisenhower's name and likeness unavailable for advertising and promotion

The National Better Business Bureau reports that the Eisenhower Administration will adhere strictly to a long-standing White House policy of refusing permission to use the President's name or likeness in any kind of commercial advertisement, notwithstanding the merits or reasons that accompany the request. This is an inviolate rule and has been enforced by White House authorities throughout every Administration. The policy applies with equal force to use of the name or likeness of the President for any promotion or similar publicity purposes. The sole exceptions have been in connection with certain national fund-raising campaigns where advance approval of the White House must be obtained in the individual case. • •

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PRSA CALENDAR

April 16, 1953—Atlanta Chapter PR Conference, Emory University, Atlanta.

April 17-18, 1953—PRSA Spring Board of Directors Meeting, Peachtree on Peachtree Hotel, Atlanta.

April 23-24, 1953—Hawaii Chapter PR Conference, Honolulu.

April 29, 1953—Southern California Chapter Fourth Annual PR Conference, Los Angeles.

April 30, 1953—San Francisco Bay Area Chapter Fourth Annual PR Conference, San Francisco.

May 5, 1953—All-Ohio PR Workshop, Cincinnati.

May 22, 1953—Mid-South Chapter PR Conference, Marion Hotel, Little Rock.

September 17, 1953—New England Chapter PR Conference, Boston.

September 18-19, 1953—PRSA Fall Board of Directors Meeting, Hotel Statler, Boston.

November 16-18, 1953—PRSA Sixth Annual Conference, Sheraton-Cadillac Hotel, Detroit.

THE HOPPER

Dulles' statement commended

May I suggest that you advise the readers of the PUBLIC RELATIONS JOURNAL to secure the full text of Secretary of State Dulles' public statement of January 27, 1953, and to read it over and over again.

The statement is a model of clear thinking and clear writing. Every man in the business of communicating ideas can profit by following the Secretary's good example.

DON SWEENEY

PR Representative
General Petroleum Corp.
Los Angeles, Cal.

Japanese PR

We take pleasure in sending you *Shin Mitsubishi Juko News* No. 9 under separate cover.

By your kind suggestion to our inquiry about public relations, the human relations in our factory to the employees, customers, communities and shareholders have improved very much.

This *News*, which is one of the media to customers and communities, is also published as a result of our public relations program. Especially from this number it being translated into English for the convenience of foreigners, I would like to continue to send you a copy of it.

We should be grateful for any suggestion which you may give about public relations and also esteem it a great favor if you send us your latest materials of public relations activities.

MEIJI KUBOTA

Chief, General Affairs Section
Mihara Locomotive & Air Brake Works
Mitsubishi Heavy Industries, Reorganized,
Ltd.

5007 Itozakicho, Mihara
Hiroshima, Japan

(Can readers help?—Editor)

Reverse syllogistic approach

I very much agree with the general title "People Are Picture-Minded" by Francis Hewens, in the February PUBLIC RELATIONS JOURNAL, but I very much disagree with his ethics and questionable judgment in the application of this principle.

Specifically, I refer to the picture sequence illustrated at the top of the two-page spread. He uses what might be termed a reverse syllogistic approach and a false premise which at first glance condemns the publication and labels it "prejudiced."

Is this good public relations? Any intelligent person at first glance will conclude that the publication is either demagogism or clever propaganda, depending on his moral values.

In sequence, read the caption under the line drawing of the court building. It pointedly states that there are 150 million

Americans. Then, in the following drawings: "Most Americans are Protestants—50,083,868; Roman Catholics in America, 28,470,092; Jews in America, 5,000,000.

Addition of the three gives one a total of 83,553,960 Americans. What are the missing 66,446,040? On the basis of Mr. Hewens' classifications, the logical conclusion is that most Americans are non-religious, since the missing Americans outnumber the "Most Americans are Protestants" figure by the neat sum of 16,362,172.

Most Americans are *not* non-religious, however, since the total of Protestants, Catholics and Jews is greater than that for the unaccounted for and presumed non-religious total of 66,446,040.

I'd like to question his similarly non-logical conclusion that "Generally, the higher up the scale of 'presumed culture'—professional workers, supervisors, department heads, etc.—the fewer number of hours you clock in front of television." But to get into this would take a book-long dissertation, so I'll skip it. I would like to register my criticism, however, of unqualified statements and obvious deceptive methods published as a criterion of "good public relations" in a magazine supported by an organization of which I am a member.

JOHN P. PLUM

Director of Information
International Road Federation
Washington, D. C.

Employee relations study lists discourtesies that cut retail sales

Discourtesy and indifference at the point of sale are responsible for uncounted "lost sales" every year, according to Douglas Williams & Associates, New York employee relations counselors. Impoliteness toward customers takes many forms and a checklist designed for use in training sales employees lists the worst offenders.

1. Being reluctant or unwilling to display merchandise, or to describe its features.
2. Hurrying the customer's decision.
3. Being obvious about nearness of lunch hour or quitting time.
4. Talking with other salespeople while the customer waits.
5. Losing interest in shoppers who aren't going to buy now.
6. Not being helpful when customers ask for directions.
7. Scorning low-priced orders.
8. Criticizing the customer's taste.

Bad manners behind the counter are traceable more to thoughtlessness than to downright rudeness or malice, the studies indicate.

CLASSIFIED ADVERTISING

When answering ads please address as follows: Box number, PUBLIC RELATIONS JOURNAL, 2 West 46th Street, New York 36, N. Y. Rates: "Positions Wanted" \$1.00 per line, 5-line minimum; "Help Wanted" \$2.00 per line, 5-line minimum. Payable in advance. (Deadline for copy is the 10th of month preceding date of publication.)

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WRITER-EDITOR on top daily. Age 30. Seeks new challenge as pub. rel. manager or editor of house organ. Outstanding exper. & training. Good references. Salary now \$6,200. Prefer midwest. Box P-4.

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See America first—and thoroughly

When Lawrence Rember, Public Relations Field Service Director of the American Medical Association, attended a farewell luncheon for Sir Oliver Franks recently, he didn't expect to be singled out for any accomplishments of his own.

But when the retiring British Ambassador told more than 600 members of Washington's National Press Club that during his service in the U. S. he had visited every one of our 48 states, he asked how many in his audience had done the same.

Only one hand in 600 shot up. PRSA member Rember had finished the circuit when he chalked up Vermont last November.

(Editor's Note: How many PRSA members can equal Rember's ubiquitous record?)

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Cotton and our Economy



Traditionally, cotton has been the dominant factor in the economy of the South. But just how important is its role in our national economic structure?

Domestically, about one-twelfth of the nation's total market for consumer goods takes the form of cotton, cottonseed, and the products thereof.

More simply said, that means that the average American buys a cotton or cottonseed product with one dollar out of every twelve he spends.

From pre-World War II days to the present the average annual domestic consumption of cotton has increased over three million bales, to the point that in 1952 our cotton usage exceeded 9,300,000 bales.

In foreign trade, cotton last year was America's largest single agricultural export item.

Today the cotton industry is conducting the most intensive research and promotion programs in its history—programs that are resulting in ever better cotton products and expanding consumer markets for them. Programs like these help to assure the future of the industry and to build a sounder, more abundant national economy.

These are facts we want the country's leading PR men to know about the country's leading agricultural industry.

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